

FORTY-FIFTH ANNUAL REPORT  
OF THE  
UNITED STATES  
CIVIL SERVICE COMMISSION

FOR THE FISCAL YEAR ENDED JUNE 30

1928

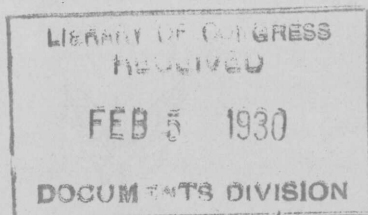


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# FORTY-FIFTH ANNUAL REPORT

OF THE

## UNITED STATES CIVIL SERVICE COMMISSION

WASHINGTON, D. C., *November 2, 1928.*

SIR: In accordance with the civil service act we submit the following report for the year ended June 30, 1928:

### EXAMINATIONS AND APPOINTMENTS

The numbers of persons examined by the commission during each of the last three fiscal years for original appointment, promotion, transfer, or reinstatement for positions classified under the civil-service rules, and positions not so classified, and also the numbers appointed each year as the result of such examinations, are shown in the following table:

	Examined			Appointed		
	1926	1927	1928	1926	1927	1928
Under civil service rules:						
Original appointment.....	198,159	245,535	231,425	36,992	38,777	37,796
Promotion, transfer, or reinstatement through examination.....	4,687	6,144	5,572	1,924	3,286	2,521
Total.....	202,846	251,679	236,997	38,916	42,063	40,317
Not under civil service rules.....	18,812	15,661	17,878	5,231	4,471	4,791
Total.....	221,658	267,340	254,875	44,147	46,534	45,108

A decline is noted in the number of appointments during the fiscal year 1927-28, due to the decrease in turnover in first and second class post offices. The number of clerk-carrier appointments for 1927 was 12,381, while for 1928 it was but 9,769. Appointments to many other clerical and administrative positions showed a slight increase, as did the total number of appointments to subprofessional and skilled labor and mechanical positions, but this increase was not sufficiently large to offset the reduction in the post-office appointments.

### POSITIONS IN THE BUREAU OF PROHIBITION

On March 3, 1927, Congress enacted legislation establishing a Bureau of Prohibition in the Treasury Department and providing

that all positions in the newly created bureau, excepting that of Commissioner of Prohibition, shall be filled through examinations by the Civil Service Commission.

#### ADMINISTRATIVE POSITIONS

The first efforts of the commission were centered upon the examination and certification of applicants for the various administrative positions in the prohibition organization in order that when attention was later directed to the recruiting of eligibles for the lower grade positions the bureau might at that time be manned by a staff of administrative officers already serving under appointment by examination.

Examinations were held accordingly for assistant commissioner, chief of field division, zone supervisor, prohibition administrator, assistant prohibition administrator (both enforcement and permissive), and deputy prohibition administrator throughout the United States. These examinations were of the unassembled type. Competitors were not required to submit to written tests but were rated primarily upon sworn statements respecting qualifications, training, and experience set forth in their formal applications and accepted subject to verification by the commission. The examinations also included an oral test and a thorough investigation of the character, qualifications, experience, record, and general fitness of each candidate, supplemented by reference to fingerprint and police records through cooperation with the Department of Justice.

The commission had previously made no extensive use of tests involving personal investigation of character and suitability, except in the examination of candidates for the position of presidential postmaster. The personnel situation in the prohibition service suggested the necessity of subjecting those candidates who met the prescribed entrance requirements, to a thorough investigation of their experience, character, and general fitness, in order that the commission might thus assure itself that all persons certified as suitable for responsible employment in the Bureau of Prohibition had demonstrated the required measure of ability and a conformity to acceptable standards of honesty and morality. The examination for administrative positions included an evaluation of past training and experience evidencing the possession of the required administrative ability; second, an appraisal, through personal interview, of the competitor's appearance, temperament, personality, and mental aptitude; and third, a personal investigation of each competitor's record for accomplishment and behavior.

The progress of the examining program was materially delayed by the failure of the Sixty-ninth Congress to pass the second deficiency bill, in which measure provision had been made to finance the cost

of this unusual undertaking, and it was not until December 22, 1927, that funds were appropriated.

In the interval examination announcements had been issued for all classes of positions, examinations for the administrative positions had been largely completed, and substantial progress had been made in the examination of applicants for the lower-grade positions. The investigation and oral examination of applicants for administrative positions were carried forward as rapidly as possible with the personnel available.

A new section charged with the handling of the marked volume of work associated with the prohibition examinations was established in the examining division. When the field work had been sufficiently advanced, a board of examiners was assembled to analyze the records in each case and to rate the qualifications of competitors. Certification of eligibles for administrative positions was begun on January 3, 1928.

In certain prohibition districts it was found necessary to reannounce the examinations for administrative positions for the reason that the first examinations failed to produce a sufficient number of qualified persons. Work could not be materially advanced on this second series of administrative examinations because the commission's forces were by this time concentrated upon the examination, investigation, and rating of competitors in the original series of examinations for the lower-grade positions. As soon as the field staff had completed the examinations for the lower-grade positions it was reduced and the remaining field staff was assigned to the examination of competitors under the second series of announcements for administrative positions. It is anticipated that before the close of 1928 the administrative staff of the Bureau of Prohibition will be largely, if not entirely, recruited according to the requirements of the act of March 3, 1927. It will, of course, be necessary to reannounce examinations in the future to fill vacancies on the administrative staff as they occur.

#### VALUE OF CHARACTER INVESTIGATION

The relation, on the one hand, of competence and integrity on the part of those in executive authority in the Bureau of Prohibition to a conscientious and effective enforcement of the eighteenth amendment, on the other hand, is immediately apparent. The commission has accordingly looked upon the selection of capable and dependable persons for appointment to administrative positions in the prohibition service as a problem of paramount importance. The work of examining into the qualifications and past record of candidates for these positions in particular has been exceedingly painstaking and thorough.



The commission's experience in this phase of personal selection has unmistakably demonstrated the pronounced merit of the character investigation. Notwithstanding its added cost and relative difficulty of administration, the instances brought to light of utter unfitness for Government service, which in the absence of careful investigation would have gone undisclosed, point to the desirability of an extension of this test procedure to appropriate positions in other branches of Federal employment. A study of the results of this recent experience warrants the commission in urgently recommending that there be extended to other law-enforcement agencies the system of investigations of character and fitness now followed for positions in the Bureau of Prohibition.

#### AGENT, INSPECTOR, AND INVESTIGATOR POSITIONS

The examinations for positions other than administrative presented a somewhat different problem. For these lower-grade positions executive experience was not an element requiring consideration. Moreover, it was deemed necessary to avoid any prerequisite of specialized experience in the examination plan because of the manifest intention of Congress that persons having no previous connection with the prohibition service should enjoy the same opportunities to qualify through competitive examination as were permitted to persons theretofore employed in the old Prohibition Unit.

Effort was made to develop an examination which, while possessing qualities of a practical nature, would be just and effective in the selection of suitable eligibles from the general field of competition and from the narrower group who had theretofore been identified with the prohibition service in one capacity or another. It was decided that the examination for agent, inspector, and investigator should consist of mental tests designed to disclose the necessary intelligence; second, an oral examination directed to appearance, personality, mental and temperamental aptitude; and third, an inquiry into character and general suitability.

For this undertaking it was found possible to give the examinations adequate publicity and to hold the written examinations on June 4, 1927. The written tests were not scholastic and were not directed to the competitors' education or knowledge of academic facts. On the contrary, the tests were merely designed to ascertain the necessary practical intelligence.

In brief, it may be stated that the written examination consisted of two parts. In one part of the examination competitors were required to prepare in writing brief narrative reports, such as might be expected from an employee actually on the job, based upon facts set forth in the examination paper and involving imaginary situations of a practical nature which might confront an appointee in the

actual performance of his duty. The remaining part of the examination consisted of a series of questions relating to matters having direct relation to prohibition enforcement and to the duties of employees engaged in that work. These written tests have since been given to the press.

As stated above, the written examinations were held and the papers rated prior to the passage of appropriations. When the commission had progressed to this stage in its consideration of applicants for the lower-grade positions it became necessary to await the action of Congress in order that funds might be available to care for the more expensive and time-consuming processes of oral examination and character investigation.

When funds were made available in the latter part of December, 1927, the commission recruited a field force of examiners which later varied in number between 40 and 50. This staff was supplemented by the assignment from each of the commission's 13 district offices of at least one qualified member. This field staff, especially assigned to prohibition examinations, was assembled in Washington, where each member received intensive training in the procedure to be followed in conducting the oral and character tests. Before the 1st of February, 1928, this force was in the field engaged in examinations for positions below the administrative grade. The completion of these examinations has been expedited in every possible way, and certificates of eligibles were issued to the Bureau of Prohibition about the middle of August, 1928.

#### ATTORNEY POSITIONS

Examinations for all grades on the legal staff of the Bureau of Prohibition were prepared, announced, and held with due regard to the practice relating to examinations for attorney positions in general throughout the classified service. Inasmuch as examinations for positions of this type have been held for other branches of the Government over a period of years, the commission was able to depend in some measure upon its experience. The previously developed practice was followed with the additional requirement of an investigation of character and general fitness.

The written tests for the several grades of attorneys consisted of series of legal questions graduated in scope and difficulty to accord with the relative grade and importance of the several positions, touching those branches of the law which are of especial significance in prohibition work. The rating of these written tests alone necessitated the creation of a board of six attorneys who were engaged in an examination of the very considerable number of applicants for four and a half months. Those competitors who passed the written tests, or, in the case of the examination for senior attorney, those



who were tentatively rated eligible on the basis of experience were given an oral test by a group of attorney examiners who were trained for this purpose and who traveled to interview candidates. Following the oral test this group of applicants was investigated by the field force engaged in the investigation of competitors for agent, inspector, and investigator positions, the two groups of competitors being joined for this purpose.

Reference to the following table shows widespread interest in the examinations for the legal staff. There is reason to believe that these examinations will furnish an ample supply of qualified eligibles.

#### OTHER POSITIONS

In addition to the positions already mentioned by title, there are other positions, either of lesser importance or of such nature as to require only a small number of appointees. Examples of these are senior prohibition investigator, field office inspector, associate field office inspector, warehouse watchman, pharmacist, etc. In each case a study was made of the duties and responsibilities of the position and an assembled or unassembled examination was provided. A uniform requirement was made for all positions that a thorough investigation of character, qualifications, and general fitness be made of each competitor. The consideration of competitors for this miscellaneous group of positions has proceeded in conjunction with other examinations and the commission established eligible registers for all positions below the administrative grade during August, 1928.

The personnel of the new prohibition organization has been to a limited extent recruited through the reinstatement and transfer of persons already having an examination status in the classified service. The commission has, however, even in these noncompetitive cases, felt it necessary to insist upon the requirement of an investigation of character and suitability.

#### MANY APPEALS

Because many competitors, including persons previously identified with the prohibition service, as well as persons having no such connection, were unsuccessful in the written examinations, and because the commission's confidential investigations in many instances showed the unfitness of competitors, there have been many appeals from the marking. The growth in number and complexity of the questions presented has made necessary the creation of boards of appeal. Where ineligibility has been founded upon unfitness for Government employment, as disclosed through character investigation, the applicants so eliminated have, upon their request, been informed of the nature of the unfavorable findings in order that they might proceed intelligently in the preparation of appeals.

The appeal procedure is not technical. An appeal may be instituted by a letter or by oral argument accompanied by any material which the applicant desires to place before the appeal board. Any new evidence is considered along with a review of the evidence obtained in the examination and the decision is based upon the entire file. The only restriction which has been made upon the right of appeal is the requirement that appeals must be filed within a reasonable time after notification of rating.

Whenever the evidence raises doubt respecting the action taken, the commission directs further investigation. On the other hand, if the evidence appears to be reasonably complete and to be free from material error or irregularity, the board of appeals disposes of the case upon the evidence in hand.

The following table shows, as of the date indicated, the results obtained in the several examinations:

September 30, 1928	Announcement number								Miscellaneous	Total
	185	117	118	119	122	124	130	131		
Number of vacancies <sup>1</sup> .....	1	114	21	6	2,104	102	50	24	47	2,469
Number of applicants.....	194	1,537	364	198	15,524	1,131	1,680	234	267	21,129
Number examined in written tests or by application of experience prerequisites.....	194	1,537	364	198	12,436	861	1,428	234	188	17,440
Met prerequisites.....	31	471	62	24	4,504	528	490	64	67	6,241
Failed to meet prerequisites.....	163	1,066	302	174	7,932	333	938	170	121	11,199
Number examined orally.....	31	471	62	24	4,504	528	490	64	67	6,241
Passed.....	11	304	(2)	(2)	(2)	(2)	(2)	(2)	(2)	-----
Failed.....	20	167	(2)	(2)	(2)	(2)	(2)	(2)	(2)	-----
Number of applicants investigated.....	11	304	62	24	4,504	528	490	64	62	6,049
Eligible <sup>2</sup> .....	4	195	36	10	2,526	385	349	(4)	25	43,530
Canceled for cause <sup>3</sup> .....	-----	-----	1	1	414	83	6	-----	-----	505
Withdrawn, etc. <sup>3</sup> .....	-----	2	9	1	247	30	24	3	10	326
Ineligible and pending <sup>3</sup> .....	7	107	16	12	1,317	30	111	61	27	1,688

<sup>1</sup> At the time the respective examinations were announced.

<sup>2</sup> Competitors in this examination were not passed or failed on the oral test, but the results of the oral test were considered with the results of the character investigation.

<sup>3</sup> These figures are subject to slight modification as the result of action on appeal cases, uncompleted cases, reopened cases, etc.

<sup>4</sup> Not completed.

NOTE.—The above table relates to examinations for the following positions:

Position:	Announcement
Assistant Commissioner of Prohibition.....	185
Prohibition zone supervisor, prohibition administrator, assistant prohibition administrator (enforcement work), assistant prohibition administrator (permissive work), deputy prohibition administrator.....	117
Senior prohibition investigator, senior alcohol and brewery inspector.....	118
Associate field office inspector (prohibition), field office inspector (prohibition).....	119
Junior prohibition agent, prohibition agent, junior prohibition investigator, prohibition investigator, junior alcohol and brewery inspector, alcohol and brewery inspector.....	122
Warehouse watchman.....	124
Junior attorney, assistant attorney, associate attorney, attorney.....	130
Senior attorney.....	131
Deputy Commissioner of Prohibition, chief of field division, motorboat operator, pharmacist, executive assistant to the assistant commissioner, auditor, chemist, associate field accountant.....	Miscellaneous.

## PRESIDENTIAL POSTMASTERS

During the year the commission held 937 examinations to furnish eligibles for the position of postmaster in offices of the first, second, and third classes. This was a decrease from 1,199 during the preceding fiscal year. Appointees to these positions are subject to confirmation by the Senate, and the positions are not in the classified competitive service. The commission does, however, hold competitive examinations for these positions under the Executive order of May 10, 1921, and certifies the highest three eligibles, from whom the Post Office Department makes selection to fill the vacancy.

The effect of this procedure is that incompetents are eliminated, and undoubtedly the service has benefited by the fact that only persons who have successfully met the commission's tests of fitness are considered for appointment. The commission's function consists in eliminating the unfit by means of appropriate tests, arranging the qualified applicants in the order of their fitness, and certifying the names of the highest three to the Post Office Department for consideration in making selection. In these operations political considerations have no place and are not allowed to influence the commission's findings in any particular whatsoever. Once certification is made the commission's function ceases, and if beyond that point politics enters into these appointments that is a matter not in the commission's control.

The purchase of any appointive office is subject to fine or imprisonment, or both.

## FINGERPRINTING

In recent years the commission as a part of its character investigation, has employed fingerprinting of eligibles and searching of police records in a few of the larger cities. During the present year all applicants who passed the preliminary examinations for the prohibition service, in addition to a personal investigation, were fingerprinted. This method has also been employed in assisting ex-service men, applying for military preference, to establish their identities when their discharges were lost or issued in names different from those under which they applied, or where the War Department was unable from the statement of service given to locate their records.

The limited use of this method has been successful in detecting persons with criminal records which had been concealed in their applications for examination, and the commission has been granted a small appropriation for the coming fiscal year with which to establish a central fingerprint section in the Washington office where the fingerprints of all persons appointed to the service in certain of the larger cities will be filed after search has been made locally and through the Department of Justice fingerprint bureau.

## RECRUITING

Under the competitive-examination system the purpose is not merely to insure that the persons appointed are qualified but that they are the best qualified that can be obtained. The better the quality of the employees the smaller their number need be. The commission aims to save money for taxpayers by keeping incompetents out of the service and by bringing in the most competent. Therefore, wide competition in examinations is desirable.

During the year ended June 30, 1928, 509 examinations were announced by the commission at Washington in addition to those announced by district secretaries. The examinations announced under the district system are for the most part given local publicity only, but the central office at Washington renders assistance to district secretaries when they have difficulty in their recruiting through the usual publicity methods followed in district offices.

In giving publicity to the examinations announced from the office of the commission all announcements go to local boards of examiners for posting, to appropriate educational institutions, public libraries, public (not commercial) employment offices, and certain other places. Publicity is given to all examinations through newspapers and appropriate periodical publications and through broadcasts from approximately 60 radio stations.

Besides this general distribution, such special distribution is made in each instance as appears to be needed. Examples of the individual attention given to examination announcements may be of interest.

In connection with the public-buildings program upon which the Government has embarked, the Office of the Supervising Architect needed a considerable number of architectural, construction, electrical, mechanical, and structural engineers. In addition to the general distribution of advertising matter, the announcements were sent to employment offices of engineering societies; departments of architecture, civil engineering, electrical engineering, and mechanical engineering at colleges; engineers', architects', and draftsmen's associations and unions, and secretaries of chapters of the American Institute of Architects. Four hundred and thirty applications were filed.

The Coast Guard had two vacancies in naval architect positions, one in the associate and one in the assistant grade, the salaries offered being \$3,000 and \$2,400 a year, respectively. Naval architects are not plentiful, and those who are willing to accept the salaries offered in this instance are rare. In giving publicity to this need the commission enlisted the aid of employment offices of engineering societies; architects', draftsmen's, and engineers' associations and unions; departments of civil engineering, naval engineering, and marine



engineering of colleges; shipbuilding companies and members of the Society of Naval Architects and Marine Engineers. Twenty-one applications were filed for the associate grade and 13 for the assistant position.

Sometimes the only additional publicity required may be secured through newspapers. For example, 23 applications were filed for a position of overseer of an experimental cotton textile mill under the Bureau of Standards as a result of newspaper publicity in the parts of the country which have considerable numbers of cotton mills, and a like number were filed for instructor-foreman in the lasting department of the shoe factory at the penitentiary at Leavenworth, Kans., in response to newspaper publicity in the larger centers of shoe manufacturing.

When an examination announcement is drafted it is studied in the section of recruiting, and while the announcement is at the Government Printing Office arrangements are made for such publicity as seems to be needed in the individual case. Each of the 509 examinations announced from the commission's office during the year was given as careful attention as those mentioned above.

During the year 97,397 personal or telephone calls were received at the information bureau of the commission's Washington office. Between 500 and 600 letters are received in the application division each day in response to the country-wide advertising of examinations. Offices of district and local secretaries in the aggregate receive a great many more responses than the central office.

#### VETERAN PREFERENCE

The present law providing that preference in appointments to the civil service shall be given to veterans, to their widows, and to the wives of injured veterans who themselves are disqualified for appointment by reason of their disabilities, was approved July 11, 1919. Between that date and June 30, 1928, 123,235 appointments to the classified service were made of persons entitled to preference under the law.

The extent to which veterans profit by the provisions of the law and rules in their favor is shown by the chart on page 12. An analysis of the chart shows that during the year 231,425 persons entered examinations for the classified service, of whom 50,830, or slightly less than 22 per cent, were given preference. Of 37,796 appointments, 9,208, or 24.3 per cent, were of preference eligibles, whereas less than 22 per cent of all the applicants were in the preferred class. The number of preference eligibles appointed during the year is more than 18 per cent of all preference applicants, whereas the number of nonpreference appointees is less than 16 per cent of the whole number of nonpreference applicants.

In the past five years alone 5,729 disabled veterans have been appointed to classified positions.

The commission is represented by local boards of examiners in each of approximately 4,800 cities, and announcements of examinations are sent by these boards to veterans' organizations and to publications circulated among veterans to inform them of the opportunities of examination and the preference accorded to them.

The commission began its plans in the interest of veterans before the end of the World War. On July 18, 1918, an Executive order was issued, upon the recommendation of the commission, which provided for the reinstatement in the civil service of those who left to participate in the war. Also, arrangements were made whereby the names of those who had passed examinations and had not been appointed and whose eligibility was interrupted by war service should be restored to the eligible registers upon their return.

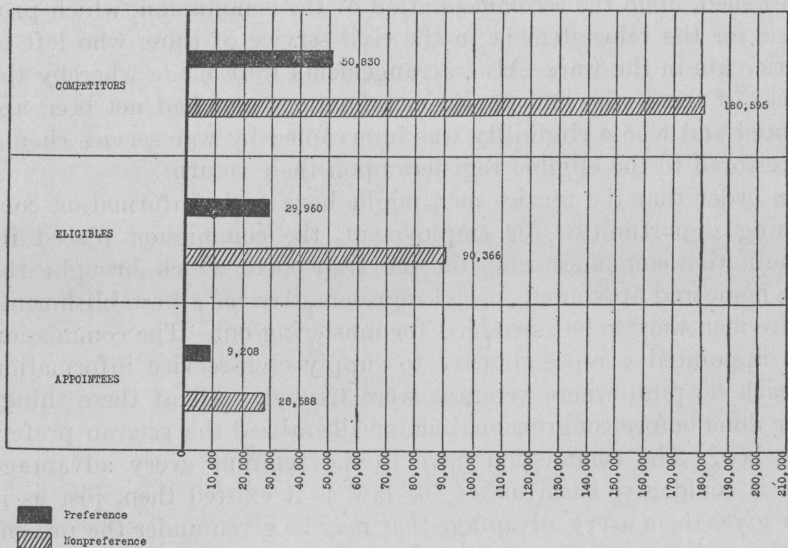
In order that the service men might have early information concerning opportunities for employment, the commission placed its examination announcements on the transports which brought the men home and appointed special representatives at all establishments where men were to be assembled for mustering out. The commission also appointed a representative to supply civil-service information at each hospital where veterans were treated. All of these things were done before congressional action liberalized the veteran preference law. The commission gave to the veterans every advantage that it could give them under the law as it existed then, just as it now gives them every advantage that may be given under the present legal provision and Executive order.

The commission continues to give special attention to the interests of disabled veterans. It sends all of its examination announcements to veterans' hospitals and is most liberal in waiving the physical requirements in favor of disabled veterans. The regulations governing the reopening to veterans of examinations which are closed to applicants generally are especially liberal as they apply to disabled veterans.

The President has shown much interest in the subject of veteran preference and has provided by the Executive order of June 9, 1928, for its further study. The order creates an advisory committee "whose duty will be to study, analyze, and report upon the civil-service rules relating to veteran preference. Its main purpose will be to ascertain ways and means for making Government positions available for the disabled veterans." The order empowers the committee "to make a survey of the positions available in the executive branch of the Federal Government and to draft recommendations to be submitted to the President not later than December 1, 1928. The report of the committee should include advice as to what modifica-

tions, if any, should be made in the present Executive order relating to such veteran preference." The members of the committee are Hon. Hamilton Fish, jr., Member of House of Representatives, chairman; Hon. William C. Deming, president Civil Service Commission; Brig. Gen. Frank T. Hines, Director Veterans' Bureau; Col. William J. Donovan, Assistant Attorney General; and Lieut. Col. John Thomas Taylor, of the American Legion.

TOTAL NUMBER OF PREFERENCE COMPETITORS, ELIGIBLES, AND APPOINTEES, OF THE CLASSIFIED SERVICE, COMPARED WITH THE TOTAL NUMBER OF NONPREFERENCE COMPETITORS, ELIGIBLES, AND APPOINTEES, FOR THE FISCAL YEAR ENDED JUNE 30, 1928.



#### TEMPORARY APPOINTMENTS

The number of temporary appointments authorized for job work which will be completed within definite periods, or in the absence of eligibles for permanent appointment, has increased considerably during the past year. Such appointments are, so far as practicable, confined to eligibles on the registers or applicants or competitors in pending examinations. When such persons are not available for appointment a person proposed for temporary appointment to a scientific, technical, or professional position is required to show that he has the requisite qualifications.

The increase was due principally to the additional force necessary in the Veterans' Bureau in connection with the reinstatement of applications for Government insurance by ex-service men, and in the Division of Loans and Currency, Treasury Department, in connection with the redemption of the second Liberty loan. The Bureau of Prohibition has also found it necessary, in view of the unavoidable delay in establishing registers, to continue making temporary appointments to various positions such as agent, attorney, inspector, and investigator.



The Department of Agriculture each year makes a number of temporary appointments during the summer months in connection with various research investigations in the field. College students on vacation are in most cases selected for this work.

Of the total number of temporary appointments for job work, 240 were of former classified employees who were eligible for reinstatement by reason of their examination status and length of service.

Inability to secure sufficient eligibles for nurse and medical officers has resulted in a large number of temporary appointments in the Public Health Service and the Veterans' Bureau. These persons must file applications for the examination and in most cases qualify, and are later appointed.

The following table shows the distribution of temporary appointments during the year ended June 30, 1928, exclusive of those made under the district system. Very few of these appointments extended beyond six months.

Department or office	Pending filling of vacancy permanently		Job employment	
	Through examination	Without examination	Through examination	Without examination
Agriculture.....	11	123	202	347
American Battle Monuments Association.....			1	1
Arlington Memorial Bridge Commission.....				
Board of Tax Appeals.....			4	
Civil Service Commission.....	1		104	55
Commerce.....	25	32	223	53
Efficiency.....			9	1
Employees' Compensation Commission.....		1	17	
Federal Board for Vocational Education.....			1	
Federal Radio Commission.....			4	2
Federal Trade Commission.....			25	
Fine Arts Commission.....				
General Accounting Office.....			1	
Government Printing Office.....	1	4		
Interior.....	1	729	55	46
International Boundary Commission.....			1	
Interstate Commerce Commission.....		27	12	1
Justice.....		17	3	11
Labor.....		9	51	16
Metropolitan Police Department.....		3		
National Advisory Committee for Aeronautics.....			2	
National Park and Planning Commission.....	1	1		
Navy.....	1	2	2	1
Panama Canal.....		1	4	18
Post Office.....	1	8	88	52
Public Buildings Commission.....				
Public Buildings and Public Parks of the National Capital.....	17	6	10	173
Smithsonian Institution.....	1	2	46	36
State.....			88	6
Tariff Commission.....			8	
Treasury.....	5	797	580	164
Veterans' Bureau.....	440	373	533	33
War.....	2	2	163	2
Total.....	507	2,135	2,236	1,018

<sup>1</sup> Includes Indian Field Service, in which service it is frequently necessary to make several temporary appointments to a position before it is filled permanently.

<sup>2</sup> Of this number, a considerable proportion were appointed from pending examinations, and eligibility was later acquired; e. g., of the 55 noted as Civil Service Commission appointees, all but four acquired eligibility through examination.

## THE DISTRICT SYSTEM

The commission's work outside of Washington is carried on through the medium of 13 district offices, each in charge of a district secretary, and 4,800 local boards of civil-service examiners so located, according to law, "as to make it reasonably convenient and inexpensive for applicants to attend before them."

The district secretaries, through their organizations and the local boards, keep in touch with personnel needs, announce examinations, rate examination papers for certain positions, certify eligibles for a constantly increasing number of positions which have been placed under the district system, audit appointments, and otherwise superintend the application and enforcement of the civil-service rules in their districts.

One of the main advantages of the district system is that it provides an expeditious, effective, and businesslike procedure for handling local appointments in the field services.

Important extensions of the district system since the commission's last report were made in the Coast Guard, the National Park, and the Indian irrigation and allotment services.

Definite progress has been made in the character investigations of applicants and in the fingerprinting of eligibles. Steps have been taken looking to the fingerprinting of all appointees in the various branches of the service in cities of the country having post offices of the first class. The work required of field representatives, in holding character investigations and oral examinations incident to the reorganization of the prohibition service, made it impracticable to accomplish the usual amount of inspection of local boards, but it is hoped that time for this important work will be found during the current year.

## WOMEN IN THE SERVICE

During the fiscal year just closed astronomy and geography were added to the already popular sciences of medicine, chemistry, law, economics, mathematics, and library work through which women have qualified and entered the Government service. Although the number of women appointed to the higher grade positions seems small in proportion to the total number appointed, it must be remembered that they have not yet had time to acquire the required experience, so recent is their advent into these new fields of endeavor. The engineering profession has not yet been invaded by women, while another branch of science holding many possibilities for them is patent law. Only 16 of the 363 applicants for junior patent examiner last year were women.

In the minor scientific and technical group of positions drafting in its various phases should offer inducements, yet there were but 41 women applicants for the drafting examination during 1926-27.

In the clerical group women are no longer confined to general clerical, stenographic, and office machine operating work, but are numbered among translators, editors, editorial clerks, statistical clerks, and law clerks.

Printing is about the only skilled trade for which they are physically qualified, and in this branch of the service they are being appointed in goodly numbers.

#### EXTENT OF THE EXECUTIVE CIVIL SERVICE

June 30, 1928, there were 568,715 employees in the entire executive civil service, as against 559,138 at the end of the last fiscal year, which shows a net increase of 9,577 employees. There are 431,763 positions subject to competitive examination under the civil service act, a gain of 8,765 during the year.

The Postal Service, with 310,935 employees, represents 54.67 per cent, and the remaining services, with 257,780 employees, 45.33 per cent of the entire personnel. The Postal Service had a net increase of 2,195 employees, while the other services had a net increase of 7,382 during the past year. Since June 30, 1916, the Postal Service gained 60,050 and the remaining services 70,608 employees.

On June 30, 1927, there were 59,800 employees in and 499,338 employees outside the District of Columbia, while on June 30, 1928, the number employed in the District of Columbia had increased to 61,388 and outside to 507,327. Of the net increase of 9,577 employees in the entire service during the year, 1,588 were in the District of Columbia and 7,989 outside.

Of the net increase of 9,577 employees in the entire service during the fiscal year the War Department with 3,116 and the Postal Service with 2,195 shows the greatest gains. The remaining services with a gain of 4,266 employees show a normal increase. Several of the establishments show a slight decrease, their total being 193 employees.

The tables following show these changes for each department and office and the extent of the service on June 30, 1928:

TABLE I.—Increase or decrease of employment in the Federal executive civil service during the last fiscal year and during the past 12 years

Department or office	Number of employees		Changes during fiscal year		Number of employees June 30, 1916	Changes during past 12 years	
	June 30, 1928	June 30, 1927	Increase	Decrease		Increase	Decrease
The White House.....	45	46	-----	1	( <sup>1</sup> )	( <sup>1</sup> )	( <sup>1</sup> )
State.....	4,395	4,359	36	-----	2,783	1,612	-----
Treasury.....	51,507	51,532	-----	25	30,629	20,878	-----
War.....	45,408	42,292	3,116	-----	37,695	7,713	-----
Justice.....	3,861	3,671	190	-----	2,610	1,251	-----
Navy.....	44,168	43,425	743	-----	35,722	8,446	-----
Interior.....	16,921	16,350	571	-----	19,347	-----	2,426
Agriculture.....	22,242	21,702	540	-----	18,736	3,506	-----
Commerce.....	15,858	14,964	894	-----	9,903	5,955	-----
Labor.....	4,167	3,987	180	-----	2,504	1,663	-----
Government Printing Office.....	4,050	4,080	-----	30	4,028	22	-----
Smithsonian Institution.....	521	528	-----	7	784	-----	263
Interstate Commerce Commission.....	2,032	1,917	115	-----	2,243	-----	211
Civil Service Commission.....	510	457	53	-----	250	260	-----
Bureau of Efficiency.....	59	71	-----	12	27	32	-----
Federal Trade Commission.....	349	293	56	-----	238	111	-----
Shipping Board.....	1,675	1,632	43	-----	-----	1,675	-----
Alien Property Custodian.....	185	208	-----	23	-----	185	-----
Tariff Commission.....	232	206	26	-----	-----	232	-----
Employees' Compensation Commission.....	155	71	84	-----	-----	155	-----
Federal Board for Vocational Education.....	68	68	-----	-----	-----	68	-----
Panama Canal.....	10,461	9,926	535	-----	19,291	-----	8,830
Public Buildings and Public Parks.....	2,370	2,264	106	-----	217	2,153	-----
General Accounting Office.....	1,944	1,968	-----	24	-----	1,944	-----
Veterans' Bureau.....	23,933	23,696	237	-----	-----	23,933	-----
Railroad Administration.....	32	50	-----	18	-----	32	-----
Commission of Fine Arts.....	2	2	-----	-----	( <sup>1</sup> )	( <sup>1</sup> )	( <sup>1</sup> )
War Finance Corporation.....	42	86	-----	44	-----	42	-----
National Advisory Committee for Aeronautics.....	197	169	28	-----	-----	197	-----
Federal Reserve Board.....	195	204	-----	9	-----	195	-----
Board of Tax Appeals.....	159	137	22	-----	-----	159	-----
Board of Mediation.....	37	37	-----	-----	-----	37	-----
Miscellaneous.....	-----	-----	-----	-----	165	47	165
Total, excluding Postal Service.....	257,780	250,398	7,575	193	187,172	82,503	11,895
Postal Service.....	310,935	308,740	2,195	-----	250,885	60,050	-----
Total, entire service.....	568,715	559,138	9,770	193	438,057	142,553	11,895

Services	Fiscal year	Past 12 years
Net gain exclusive of Postal Service.....	7,382	70,608
Net gain Postal Service.....	2,195	60,050
Net gain entire service.....	9,577	130,658

<sup>1</sup> Included in miscellaneous figures for 1916.<sup>2</sup> This is exclusive of details from other government establishments.<sup>3</sup> This represents the consolidation of a large number of custodial employees and the administration of the following new activities: Arlington Memorial Bridge Commission, National Capital Park and Planning Commission, Public Buildings Commission, and Rock Creek and Potomac Parkway Commission.

TABLE II.—*Number of employees in each branch of the Federal executive civil service on June 30, 1928*<sup>1</sup>

June 30, 1928							
Department or office	In District of Columbia			Outside District of Columbia			Total
	Men	Women	Total	Men	Women	Total	
The White House.....	42	3	45				45
State.....	300	301	601	2,619	1,175	3,794	4,395
Treasury.....	6,090	7,728	13,818	30,902	6,787	37,689	51,507
War.....	2,235	1,789	4,024	37,530	3,854	41,384	45,408
Justice.....	526	242	768	2,434	650	3,093	3,861
Post Office.....	3,137	854	3,991	280,240	226,704	506,944	310,935
Navy.....	5,518	1,119	6,637	35,233	2,298	37,531	44,168
Interior.....	2,240	1,306	3,546	11,198	2,177	13,375	16,921
Agriculture.....	2,856	2,028	4,884	15,046	2,312	17,358	22,242
Commerce.....	2,917	1,704	4,621	10,444	793	11,237	15,858
Labor.....	312	332	644	2,852	671	3,523	4,167
Government Printing Office.....	3,184	866	4,050				4,050
Smithsonian Institution.....	381	140	521				521
Interstate Commerce Commission.....	1,059	337	1,396	622	14	636	2,032
Civil Service Commission.....	151	224	375	68	67	135	510
Bureau of Efficiency.....	43	16	59				59
Federal Trade Commission.....	227	122	349				349
Shipping Board.....	486	349	835	639	201	840	1,675
Alien Property Custodian.....	99	86	185				185
Tariff Commission.....	134	87	221	9	2	11	232
Employees Compensation Commission.....	27	68	95	22	38	60	155
Federal Board for Vocational Education.....	33	35	68				68
Panama Canal.....	61	16	77	9,909	475	10,384	10,461
Public Buildings and Public Parks of the National Capital.....	1,846	524	2,370				2,370
General Accounting Office.....	1,195	749	1,944				1,944
Veterans' Bureau.....	1,505	3,299	4,804	12,077	7,052	19,129	23,933
Railroad Administration <sup>5</sup> .....	21	11	32				32
Commission of Fine Arts.....	2		2				2
War Finance Corporation <sup>5</sup> .....	15	7	22	12	8	20	42
National Advisory Committee for Aeronautics.....	16	17	33	158	6	164	197
Federal Reserve Board <sup>5</sup> .....	87	88	175	20		20	195
Board of Tax Appeals.....	73	86	159				159
Board of Mediation.....	25	12	37				37
Total.....	36,843	24,545	61,388	452,034	55,293	507,327	568,715

<sup>1</sup> Does not include legislative or judicial services, nor the commissioned, warranted, or enlisted personnel of the military, naval, Marine Corps, or Coast Guard Services, nor the government of the District of Columbia.

<sup>2</sup> Approximated.

<sup>3</sup> Includes 13,200 clerks at third-class offices, 203 screen-wagon contractors, 281 carriers for offices having special supply, 5,678 clerks in charge of contract stations, 11,470 star-route contractors, and 280 steamboat contractors. Does not include 34,305 clerks at fourth-class offices who are employed and paid by the postmasters, and 22,278 mail messengers not included in previous computations.

<sup>4</sup> Includes administrative offices of Emergency Fleet Corporation, but not workmen at shipyards or in warehouses or employees on vessels.

<sup>5</sup> Positions not subject to the civil service act.

TABLE III.—*War expansion and reduction since armistice*

Date	In District of Columbia	Outside District of Columbia	Total	Date	In District of Columbia	Outside District of Columbia	Total
June 30, 1916.....	39,442	398,615	438,057	Dec. 31, 1924.....	66,079	489,540	555,619
Nov. 11, 1918.....	117,760	1,800,000	1,917,760	June 30, 1925.....	63,756	500,962	564,718
July 31, 1920.....	90,559	1,600,557	1,691,116	Dec. 31, 1925.....	61,509	486,568	548,077
July 31, 1921.....	78,865	518,617	597,482	June 30, 1926.....	60,811	499,894	560,705
June 30, 1922.....	69,980	490,883	560,863	Dec. 31, 1926.....	59,569	486,772	546,341
June 30, 1923.....	66,290	482,241	548,531	June 30, 1927.....	59,800	499,338	559,138
Dec. 31, 1923.....	65,025	479,646	544,671	Dec. 31, 1927.....	60,660	493,515	554,175
June 30, 1924.....	64,120	490,866	554,986	June 30, 1928.....	61,388	507,327	568,715

<sup>1</sup> Approximate.



## INCLUSIONS WITHIN THE CLASSIFIED SERVICE

Positions and employees brought into the classified service during the fiscal year 1927-28, with citation of authority:

Classification of May 6, 1896 (War Department)-----	1
Executive order of May 19, 1926 (classifying park rangers)-----	1
Executive order of June 6, 1927 (relating to employees on work incident to the adjusted compensation act of 1924) (War Department, 97, Navy Department, 11; General Accounting Office, 1)-----	109
Executive order of July 15, 1927 (amending Schedule A by revoking paragraph 2, Subdivision X, Washington office of Panama Canal)-----	20
Executive order of September 12, 1927 (amending Schedule A, Subdivision IV, by revoking paragraph 1, excepting from examination cable engineers, etc.)-----	29
Executive order of September 30, 1927 (classification of positions of laborers in post offices of the first and second classes)-----	548
Executive order of November 5, 1927 (classifying civilian employees for the proper care of sick officers and soldiers in Army hospitals who were formerly excepted)-----	160
Executive order of April 25, 1928 (transferring employees from the customs service in foreign countries to customs service in the United States)-----	9
Executive order, individual cases (order of May 26, 1928)-----	2
Executive order of June 18, 1928 (relating to classification of native Filipinos, Philippine Islands, War Department)-----	10
Rule II, section 6, positions and occupants included under (Department of Commerce, Air Commerce, 60; office of Public Buildings and Public Parks of the National Capital, 4; Post Office Service, Alaska, 14; Smithsonian Institution, 15; Treasury Department, Coast Guard depot, Curtis Bay, Maryland, 247; customs service, 6; War Department, Cape Cod Canal, 41)-----	387
Under section 7 (post-office service)-----	307
Rule VIII, section 5 (War Department, Quartermaster Corps)-----	1
Rule X, section 13, classified for long and meritorious service overseas (War Department, Philippine Islands, 4; naval hospital, Cancao, P. I., 1; naval station, Cavite, 3; experiment station, Virgin Islands, 1; experiment station, Matanuska, Alaska, 1)-----	10
Schedule A, Subdivision I, paragraph 10, Treasury Department-----	1
Schedule B, Interior Department, Indians-----	85
Total-----	1,680

## AMENDMENTS TO THE RULES

Section 6 of Rule II provides that a person holding a position when it becomes classified shall acquire the rights of a classified employee. To prevent the making of appointments just before the classification of a position for the obvious purpose of giving the appointee a classified status without examination, the rule was amended by Executive order of October 26, 1927, providing that no person shall acquire any rights under this section unless the commission is satisfied that he was not appointed for the purpose of acquiring such rights.

EXCEPTIONS FROM PROVISIONS OF THE RULES

Forty-five Executive orders waiving some provisions of the civil-service rules were issued during the year. Twenty-seven orders permitted appointments, 13 authorized reinstatements, 2 permitted inclusion within the classified service, 1 effected restoration to the classified service, 1 authorized the transfer of 9 employees from the customs service in foreign countries to the customs service in the United States, and 1 conferred a classified status upon 10 Filipinos for a demonstration of loyalty in maintaining in operation a Government power plant in the Philippine Islands when an effort was made to shut it down.

These waivers constitute, as heretofore, a small percentage of the entire number of appointments made.

Two orders were issued affecting presidential postmaster positions, one waiving the age limit for entrance to the examination, the other authorizing an appointment without examination.

A compilation of these orders appears in the appendix of this report.

POLITICAL ACTIVITY

Few of the violations of the rule forbidding political activity by competitive employees, which came to the attention of the commission during the year, were of a serious nature. They were mostly due to ignorance of the rule rather than willful violation. The following table shows the number of cases in which the commission took action, their nature, and the action taken:

Nature of political activity investigated	Recommendation			Charges not sustained	Total
	Cau- tion, warn- ing, and reprimand	Re- moval	Suspension or reduction in salary		
Serving on election boards.....	3				3
Taking an active part in political conventions, campaigns, and elections.....	35	13	15	29	92
Electioneering.....	3			3	6
Influencing voters by use of money.....				1	1
Becoming a candidate for political office.....	13		1	2	16
Soliciting support for political candidate.....				1	1
Publication of political articles.....	2				2
Tampering with ballots received in post office.....	1				1
Holding office in political organization.....	4	1			5
Activity in school controversy.....	1				1
Miscellaneous (minor offenses and two or more charges).....	9			11	20
Total.....	71	14	16	47	148

In every case where a classified employee was found to be a candidate for political office or was found to be holding a political office in violation of the rules he was required to withdraw if he desired to continue in Federal employment. In four cases the classified em-



ployee elected to resign from the Federal service rather than give up his political office.

With few exceptions the head of the department concerned concurred in the commission's recommendations and took action accordingly.

As the result of an investigation of political activity of employees in the San Francisco post office in the mayoralty campaign of former Postmaster James E. Power, the commission recommended removal from the service of 6 employees (2 assistant superintendents of mails, an assistant cashier, and 3 clerks); reduction in grade and reprimand and warning of 3 employees; reduction in salary and reprimand and warning of 2 employees; and reprimand and warning for 16. In 22 cases the commission found that the evidence did not warrant disciplinary action. The final action taken by the department was as follows: Removal from the service, 2 (assistant superintendents of mails); reduction in grade and salary, 3; reduction in salary, 4; reprimand, 2; admonition and warning, 14.

In this case the department stated that:

In determining the measure of discipline the department has taken into account the fact that after the former postmaster had been granted leave of absence prior to his resignation becoming effective he caused it to be understood, not only in the post office but elsewhere that in case of his defeat as mayor he would be reappointed postmaster. This was freely and generally represented to the clerks, many of whom felt that unless they aided Power in his race for the mayoralty he would look on them with disfavor when he again became postmaster, and this furnished a very controlling reason for what they did.

The commission, in cooperation with the Post Office Department, Treasury Department, and Department of Justice, investigated activities of Federal officers and employees in Arizona during the senatorial campaign of 1926. As a result the commission recommended that the postmaster at Phoenix, Ariz., be removed from the service and that 30 classified employees of the office be punished as follows: Removal from the service, 6; reduction in grade and salary, 9; reprimand and warning, 15; no disciplinary action was recommended in the case of 4 other employees.

The postmaster was not removed, but his commission expired May 12, 1928, and he was not reappointed. With reference to its employees, the Post Office Department took the following action: Removal, 2; reduction in salary, 10; reprimand, 17.

The collector of internal revenue at Phoenix was found to be the instigator and leader of the political activities of Federal officers and employees in that city in violation of the law and rules and he was removed from office in November, 1927. The Commissioner of Internal Revenue made the following statement concerning employees in the office of the collector:

With respect to the employees in the office of the collector who were found to have engaged in various forms of prohibited political activity, it was concluded that such services were rendered by these subordinates under the direction and influence of their superior officer, Collector Towles, and that they were largely of a clerical nature and did not involve active management or initiative on their part. In view of this it was the opinion that it would be unjust to discipline them severely. Therefore, the recommendation was approved that these employees be reprimanded for having taken part in the campaign of 1926 and warned that future violations of political activity rules would result in severe disciplinary action, and appropriate steps to this end have already been taken.

These cases have been presented to the Department of Justice for action.

The commission investigated a charge that candidates had paid to political referees or their agents certain sums of money in return for promises of appointment as village carriers at Clover, S. C. Two persons who desired appointment had made money payments to Parnell Meehan, acting postmaster at Chesterfield, S. C., for use of influence in securing their appointments. These persons had not taken the required examination, and when they did take it they failed. The case was referred to the Department of Justice on January 25, 1927. On February 11, 1927, the department stated that the case had been forwarded to the United States attorney at Greenville, S. C., for consideration, and on November 29, 1927, the department transmitted copy of a letter from the attorney, in which he made the following statement:

You are advised that after receiving the report of the Civil Service Commission I made some additional investigation of the alleged violation, and from all the facts obtained I reached the conclusion that the evidence was insufficient to successfully prosecute the above-named defendant for the alleged violation.

On January 4, 1928, the commission requested that further consideration be given to the matter of presenting the case to the grand jury and on January 21, 1928, the department stated that the United States attorney was still of the opinion that the matter did not warrant presentation to the grand jury.

In 1926 the commission investigated charges that Hon. J. Will Taylor, Member of Congress, and Mr. John S. Fouché had, in 1924, solicited political contributions from Federal officers, chiefly postmasters, in the State of Tennessee, in violation of sections 118 and 119 of the Criminal Code. The Post Office Department assigned an inspector to cooperate in this investigation. The case of Mr. Taylor was presented to the Attorney General on July 2, 1926, for action under sections 118, 119, and 121 of the Criminal Code. The Department of Justice reported under date of October 23, 1926, that the grand jury failed to indict.

The case of Mr. Fouché was presented to the Department of Justice on July 9, 1926, and the department later stated in explanation why the facts had not been laid before a grand jury:

It is not improbable that the United States attorney at Nashville was influenced in his decision by the fact that shortly before his consideration of the instant case a grand jury in his district refused to return a true bill in the J. Will Taylor case, involving almost identical charges.

Upon request of the Secretary of the Navy the commission approved a 2-year extension, effective June 27, 1927, of permission granted in 1925 for employees of the Mare Island Navy Yard to participate in local elections in Vallejo, Calif. This permission was given under the Executive order of August 27, 1919, after an investigation by representatives of the commission.

#### PERSONNEL RECORDS

The civil service act of 1883 made necessary the creation and maintenance of a service record of each employee subject to that act. The value of these records to the Commissioner of Pensions in checking services and salaries reported to him as a basis of computation of annuities is recognized in the following provisions of the retirement act:

The Civil Service Commission shall keep a record of appointments, transfers, changes in grade, separations from the service, reinstatements, loss of pay, and such other information concerning individual service as may be deemed essential to a proper determination of rights under this act; and shall furnish the Commissioner of Pensions such reports therefrom as he shall from time to time request as necessary to the proper adjustment of any claim for annuity hereunder; and shall prepare and keep all needful tables and records required for carrying out the provisions of this act, including data showing the mortality experience of the employees in the service and the percentage of withdrawals from such service, and any other information that may serve as a guide for future valuations and adjustments of the plan for the retirement of employees under this act.

The provisions regarding mortality experience and percentage of withdrawals call for expansion of the records as does also inclusion under the retirement act of superintendents of national cemeteries, employees of the Architect of the Capitol, Library of Congress, Botanic Garden, recorder of deeds, register of wills, Panama Canal, municipal government of the District of Columbia, and postmasters of the first, second, and third class who have been promoted, appointed, or transferred from the classified civil service, none of whom are subject to the civil service act or rules.

The commission is desirous of establishing a current record, in one alphabet, of all employees in the executive civil service, both for official use and legitimate public use. As the constant additions to the

service records necessitate their separation by departments and establishments, the Official Register, which was discontinued by Congress, after 1921, is greatly missed as a book of reference.

The application of the classification act of 1923 to the field service will require extensive additions to the service records.

#### RETIREMENT

No changes in retirement legislation, or radical changes in practice, have occurred during the year ended June 30, 1928.

The act of March 3, 1927, which removed the requirement that continuance in the service must be authorized 30 days before reaching retirement age, only partially relieved the employee of the results of delay or inadvertence in his department. The law still requires that continuance be authorized before arrival at retirement age; otherwise the employee must be dropped, regardless both of his desires and fitness and the need of the Government for his work. This serves no good purpose. The commission accordingly recommended the following amendment in a letter of January 31, 1928, to the chairman House Committee on the Civil Service, as a fourth paragraph to section 2 of the retirement act:

In all cases where an employee otherwise eligible for continuance has been retained beyond retirement age without prior authority the Civil Service Commission may issue certificate of continuance legalizing the service of such employee and authorizing his further continuance as provided in paragraph 1 of this section, upon being satisfied that the retention was due to erroneous or incomplete records of age or service, or to faulty administration on the part of the department or office concerned and not to any attempt or desire by the employee to deceive for the purpose of defeating any provision of this act.

The amendment would defeat no purpose of the retirement act but would effectuate its expressed intention that employees fit and desirous of remaining beyond retirement age should be retained.

Certain inequalities in the relation of deductions, length of service, and annuities are regarded so generally throughout the service as unfair that they are again referred to in the language of the last report:

An employee at \$3,000 per annum pays into the retirement fund twice as much as one at \$1,500 and gets no larger annuity.

An employee retiring after 40 years of service pays one-third more into the fund than one retiring after 30 years, the salaries being equal, and gets no larger annuity.

An employee who enters the service at the age of 20 receives no greater annuity on retirement at 70 than one who enters at 40, although the Government compels him to serve 20 years longer to obtain it.

The amendatory act approved July 3, 1926, provided retirement at age 62 for employees subjected to great hazards, effort, or expo-



sure. This provision has been sparingly applied for reasons stated in the forty-fourth report. Except for a small but undetermined number of employees engaged in less than 20 classes of work, the following constitutes these assignments to the 62-year retirement-age group: Forest rangers, 986, and veterinary and lay inspectors, 2,355, in the Department of Agriculture; park rangers, 88, buffalo keepers, 3, and herder, 1, in national parks; cadastral engineers, 49, surveyors, 29, and transit men, 13, in the Reclamation Service; and topographic engineers, 125, in the Geological Survey; total, 3,649. Employees in this age group must be dropped at age 66 after August 20, 1930.

An amendment providing for optional retirement after 60 or 65 years of age and 30 years of service would increase the efficiency of the service in two ways: (1) By relieving it of employees whose efficiency is impaired, though not to the extent of total disability; and (2) by allowing the prescribed retirement age to be sufficiently high to permit the retention of the more vigorous members of a group beyond the age when the weaker members should leave the service. As employees differ so greatly in physical and mental vigor at a given age, any retirement age prescribed for a group will be either too high or too low for most of its individual members. Retention of the most vigorous is provided for by the continuance provision of the act; but failing employees, unless totally disabled, must await the prescribed age, to the detriment of the service.

The difference between salary and annuity would afford ample protection against the excessive use of an optional retirement provision. Under the present law the average annuity is \$721.39, or 52 per cent of the average annual salary for the last 10 years. No annuity can exceed two-thirds of the salary, or \$1,000. Few employees who feel able to continue at work would be permitted by their financial obligations to accept optional retirement at such a reduction of income.

That optional retirement would not burden the retirement fund is indicated by the fact that although some departments have not favored continuances and many employees arriving at retirement age are not fit for retention, over 60 per cent of all employees who reached retirement age during the fiscal year 1928, or whose prior continuance expired during that year, are continued on certificates of appointing officers indicating unimpaired, or only slightly impaired, efficiency.

In the executive departments it is learned informally that from 95 per cent to practically all employees, on arrival at retirement age, wish to remain, if they are at all able to do so; except that in the field branches under the Post Office Department the percentage willing to retire is somewhat greater.

The total number of employees continued beyond retirement age since the passage of the act is 10,918, of which number 6,117, or 56.02 per cent, are still in the service. Services of 498, or 4.56 per cent, were terminated by death. Continuances, as compared with age retirements, by fiscal years, are as follows:

	1921	1922	1923	1924	1925	1926	1927	1928
Continuances.....	2,965	980	1,806	1,448	2,068	2,039	2,852	2,684
Employees retired for age.....	6,186	1,166	1,875	1,529	1,482	1,266	1,904	1,738

### APPROPRIATIONS AND EXPENDITURES

The appropriations and expenditures for the fiscal year 1928 were as follows:

#### APPROPRIATIONS

##### Salaries:

Office.....	\$609,500.00
Field.....	330,000.00
Expert examiners.....	2,000.00
Traveling expenses.....	102,500.00
Contingent and miscellaneous expenses.....	46,350.00
Rent of building.....	24,592.00
Printing and binding.....	58,000.00
Total regular appropriation.....	1,172,942.00
Salaries and expenses, presidential postmaster examinations.....	26,000.00
Total funds available during 1928.....	1,198,942.00

#### EXPENDITURES

Classification of objects of expenditure as set forth in General Accounting Office Bulletin No. 1, of May 11, 1922, as amended:

01 Personal services.....	\$954,586.94
02 Supplies and materials.....	65,571.75
04 Subsistence (care and storage of motor vehicles).....	2,110.71
05 Communication service.....	7,262.75
06 Travel expenses.....	84,244.43
07 Transportation of things.....	859.11
08 Printing and binding.....	6,655.00
11 Rents.....	24,592.00
12 Repairs and alterations.....	585.62
13 Special and miscellaneous current expenses.....	535.59
30 Equipment.....	16,491.68
Total expenditures.....	1,163,495.58
Unexpended balance.....	35,446.42
	1,198,942.00

The appropriations for the fiscal year 1929 are as follows:

Salaries:

Office.....	\$599,760.00
Field force.....	334,000.00
Expert examiners.....	2,000.00
Traveling expenses.....	42,000.00
Contingent and miscellaneous expenses.....	44,000.00
Rent of building.....	24,592.00
Printing and binding.....	58,000.00
Total regular appropriation.....	1,104,352.00
Salaries and expenses, presidential postmaster examinations.....	26,000.00
Total funds available during 1929.....	1,130,352.00

### SUGGESTIONS

We renew the suggestion made in previous reports for legislation to place field presidential positions which are nonpolicy determining, such as collectors of customs and internal revenue and postmasters, in the classified service, dispensing with confirmation by the Senate and the four-year term of office, leaving to the President his discretionary power of making such rules and exceptions as he may deem necessary.

We suggest legislation to extend the acts of Congress applying the competitive system of appointment, etc., to all the municipal departments of the government of the District of Columbia, as is done in other large cities of the country.

We recommend legislation that the positions of deputy collector of internal revenue and of deputy marshal be restored to the classified service.

Further suggestions will probably result from an inquiry into the work and administration of this office which the Bureau of Efficiency has been good enough to undertake on the commission's request in February. Recommendations are now receiving careful consideration in cooperation with representatives of the bureau.

We have the honor to be,

Very respectfully,

WILLIAM C. DEMING,

G. R. WALES,

JESSIE DELL,

*Commissioners.*

THE PRESIDENT,

*The White House.*



# ANNUAL REPORT OF THE CHIEF EXAMINER

OCTOBER 5, 1928.

## The COMMISSION :

The following table contains the number of persons examined and appointed during the fiscal year ended June 30, 1928:

Examinations	Examined	Appointed
<b>Classified service:</b>		
For entrance—		
Professional and scientific service.....	7,620	1,013
Subprofessional and subscientific service.....	10,115	1,898
Clerical, administrative, and general business.....	149,551	19,130
Custodial, labor, and mechanical.....	64,139	15,755
Total for entrance.....	231,425	37,796
For promotion, transfer, and reinstatement.....	5,572	2,521
Total, classified service.....	236,997	40,317
<b>Unclassified service:</b>		
Foreign service, Department of State.....	221	-----
Designation to Military and Naval Academies <sup>1</sup> .....	1,844	-----
Postmaster (first, second, and third classes).....	3,791	1,012
Philippine service (various examinations).....	353	64
Unskilled laborer.....	9,436	3,715
Entrance to Naval Academy <sup>2</sup> .....	1,792	-----
District of Columbia government.....	95	-----
Cadet, United States Coast Guard.....	346	-----
Total, unclassified service.....	17,878	<sup>3</sup> 4,791
Total, classified and unclassified service.....	254,875	45,108

<sup>1</sup> Report showing the results of the examinations of all persons for designation as cadet or midshipman made to the Member of Congress for whom such examinations are held.

<sup>2</sup> The work of the commission in connection with examinations for entrance to the Naval Academy is confined to the conduct of examinations, the papers for the examinations being furnished by the Navy Department and returned to that department as soon as received by the commission from the various examination places.

<sup>3</sup> Appointments in unclassified services are only partially reported to the commission.

The number of different occupations or kinds of positions for which examinations were held is 974, in addition to those held for mechanical trades and similar occupations. This number is 25 more than for the fiscal year 1927. There was a decrease of 14,682 in the total number of persons examined.

For classified positions in the several branches of the Postal Service the following table gives the number examined during the fiscal years 1927 and 1928:

Title	Persons examined in fiscal year 1927	Persons examined in fiscal year 1928
Clerk-carrier.....	84,205	82,069
Laborer, Postal Service.....	4,144	6,488
Postmaster, fourth class.....	3,021	2,647
Railway postal clerk.....	29,481	194
Rural carrier.....	10,244	9,372
Total.....	131,095	100,770

The number of information circulars, application forms, and information cards distributed during the year was 4,023,805, as compared with 4,017,891 for the preceding year. The number of visitors at the information office in Washington was 97,397, as compared with 86,503 for 1927. The number of letters and other communications received in the application division, aside from formal applications, was 354,600, as compared with 376,950 for 1927. The number of formal applications received in the division was 142,427, as compared with 150,199 for the preceding year. Preference claims of 68,671 ex-service men were investigated, 26,414 being considered in the commission's Washington office and 42,257 in its district offices.

The number of persons debarred from future examinations was 1,200, of which number 904 were barred for false statements in applications, 243 because of unsuitability, 24 for copying or collusion in examinations, 5 for submitting fraudulent theses or vouchers, etc.

#### APPEALS AND INVESTIGATIONS

The division of investigation and review considered 5,614 appeals from ratings made by examiners in the examining division. Changes in ratings on appeals numbered 212.

This division supervised 69 personal investigations in the field and made investigations in 38 cases in which an Executive order was proposed waiving some provision of the civil-service rules. Decisions were rendered in 5,849 cases as to whether further examination was required in connection with proposed changes in status of employees in the service. Personal investigations as to the suitability and fitness of 37 applicants for policeman and fireman in the District of Columbia were made, while oral examinations were given to 1,029 persons who competed for the positions of detective, special agent, or investigator. The examination of 994 applicants for operative, Secret Service, was supervised by this division.

#### EXAMINATIONS FOR PROHIBITION SERVICE

The last annual report of the commission contained a chapter on the initial steps taken under the act of March 3, 1927, which, with the single exception of the position of Commissioner of Prohibition, brought within the competitive classified service all those positions connected with prohibition enforcement which were formerly excepted from the jurisdiction of the civil service law. The report of the commission's director of research for the same year included the results of a study of certain phases of prohibition work. The director of research in his report herewith submitted extends his studies in this field during the past fiscal year.

Because of lack of appropriation until the end of last December interruptions and delays have so greatly hampered the commission's conduct of examinations that it was not possible to establish employment lists for the agent, inspector, and investigator positions until shortly after the beginning of the current fiscal year. The Treasury Department therefore is now in process of making selections for probational or permanent appointment.

The chief examiner believes that there should be prepared a history in some detail of the measures taken by the commission to carry out the direction of Congress that all subordinate positions in the Treasury Department connected with prohibition enforcement should be subject to the provisions of the civil service act and rules. As the final stages of the work are only now being brought to conclusion it is believed that the preparation of this history should be postponed for inclusion in the next report of the chief examiner.

Respectfully submitted.

H. A. EDSON, *Chief Examiner.*

# REPORT OF THE DIRECTOR OF RESEARCH

OCTOBER 1, 1928.

## *The Commission (through Chief Examiner):*

This report deals with the development of technique in connection with character investigations, oral examinations, training of oral examiners, written examinations, and application blanks. It also presents a cooperative program designed to bring together the Society for the Promotion of Engineering Education, engineering universities, industries employing engineers, this commission, and other Government agencies, in order to encourage the better-qualified engineers to enter Government service, and to establish a more practical basis of setting standards for entrance requirements and of evaluating examination procedure.

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**CHARACTER INVESTIGATIONS**  
**(WITH SPECIAL REFERENCE TO APPLICANTS FOR THE POSTAL SERVICE)**

Through the cooperation of the postal authorities, a study was made in Chicago some time ago, having for its objective the development of tentative procedure for the investigation of applicants for the Postal Service. A similar study, based upon the results of this preliminary program, has now been organized for the perfecting of this investigative procedure.

**PRELIMINARY PROGRAM**

*Objectives of preliminary program*

1. To determine the advisability of extending the fingerprinting of applicants.
2. To devise a form for the twofold purpose of directing and of reporting interviews, a form which would—

- (a) Direct the thoughts of the investigator, saving the time of the person interviewed as well as that of the investigator, and assuring the covering of essential points in the interview.

- (b) Organize the results of each interview.

- (c) Bring together the results of three interviews, eliminating the need of the clerical work which would be required for combining separate reports.

- (d) Enable the commission to see a complete picture of the applicant's characteristics without reading pages of irrelevant comment.

3. To develop tentative procedure for systematic interviews.

4. To determine types of false statements made in applications.

5. To determine the value of letters of recommendation received from persons listed as references.

6. To develop and determine the value of a system of confidential inquiry blanks.

7. To determine the value of including in the confidential inquiry blank an offer to send a personal interviewer when the informant so prefers.

8. To lay the basis for a more extensive investigation program.

*Steps toward attaining these objectives*

1. The fingerprinting of every applicant for a position in the Postal Service was included in the preliminary study conducted in Chicago, such fingerprints being made at the time that the physical examination was given. The fingerprints were checked in the files of the Chicago police department and in the files of the National Fingerprint Bureau in Washington in order to discover whether any applicants had criminal records not noted on their application blanks.

2. A form for use in conducting and reporting interviews was developed, sections of which are presented on pages 31 and 32, in order to show the technique established.

SECTIONS FROM

FORM FOR INVESTIGATING APPLICANTS FOR POSITION OF CLERK  
OR CARRIER IN POST OFFICES

(Name of applicant)

	First inter- view	Second inter- view	Third inter- view		First inter- view	Second inter- view	Third inter- view
1. For how many years have you known him?-----				10. Might he take money from mails if he thought that no one would ever suspect him? (If "Yes," write "x," and ask "E," below)-----			
2. When were you last in touch with him?-----				11. Has he ever been arrested? (If "Yes," write "x," and ask "For what offense? Where?" If he can not give details, ask "R," below)-----			
3. How did you gain your knowledge of him? (a) through personal contact (b) through your friends (c) through his friends (d) through his enemies. If "(a)," ask "How well do you know him?" (1) only slightly (2) well (3) very well-----				* * * * *			
5. If you have employed him, for how long, and how long ago?-----				13. Does he pay his debts to stores, landlord, friends, etc.? (a) always (b) good pay most of the time (x) will never pay if he can avoid it.-----			
6. What is his attitude toward his work? (a) shows keen interest and wholehearted effort (b) shows interest and effort (x) is unconcerned, makes no voluntary effort.-----				* * * * *			
7. Has he ever been discharged? (If "Yes," write "x," and ask "Why?")-----				15. Is there any reason why he should not be employed in the post office? (If "Yes," write "x," and ask "E," below)-----			
* * * * *				* * * * *			
9. Has he ever been accused of stealing? (If "Yes," write "x," and ask "What? When? By whom?" If he can not give details, ask "R," below)-----				17. Is he related to you in any way? (If "Yes," write "x," and ask "How?")-----			
				* * * * *			

(E) Can you give me any specific example or reason for your answer?

(R) Can you give me the name of anyone from whom I can secure more information regarding this point?



## SECTIONS FROM

FORM FOR INVESTIGATING APPLICANTS FOR POSITION OF CLERK OR CARRIER  
IN POST OFFICES—Continued

Name of person interviewed	"x" if biased	"x" if guarded	City and street address	Occupation
First.....			.....	.....
Second.....			.....	.....
Third.....			.....	.....

## QUESTIONS TO BE ANSWERED BY INVESTIGATOR

- |   |  |
|---|--|
| 1. Do you know the applicant?.....                    | 6. Have you ever had any business dealings with him?.....  |
| 2. For how long have you known him?.....              | 7. Do you believe he might take money from mails if he thought<br>that no one would ever suspect him?..... |
| 3. Is he a personal friend of yours?.....             | 8. Do you recommend him for a position as a carrier in the post<br>office? If not, state why.....          |
| 4. If you are related to him, state relationship..... |  |
| 5. Have you ever worked with him?.....                |  |

It must be clearly understood that investigators are not required to ask all the questions, nor to ask them in the order presented in the blank. Persons interviewed differ so widely that the investigator must use discretion in conducting each interview. One person may sum up his entire knowledge of the applicant in a few words. Such a person would probably resent being asked a long list of questions which he feels he has already covered, but specific points may be presented to him in order to determine whether his generalization covers them. The discussion of training investigators, page 36, deals with this question in greater detail.

Many informants are disconcerted and are less willing to talk if they see an interviewer vigorously writing their voluntary answers. For this reason the arrangement of the blank, which facilitates organizing and recording the facts learned, is particularly advantageous.

It is not imperative that the investigator list the answers during the interview. It is often possible to record them during the interview, however, since the arrangement of the questions on the blank necessitates the writing of only a letter, in many cases, rather than several phrases or sentences.

A chief advantage of the blank lies in the fact that it guides the investigator in covering the necessary points, thereby preventing waste of time on unnecessary issues and insuring that no questions are overlooked.

Because the form provides for the records of three interviews to be placed on a single sheet, the investigator's notations form a compact, permanent record. This provision eliminates the necessity of clerical work in combining records and therefore precludes the clerical errors which might be so introduced.

Due to the compact arrangement for recording interviews, as well as to special devices which have been introduced, the interview form enables the commission and the appointing officer to see a complete picture of the applicant's characteristics without reading pages of words. Not only are answers to questions indicated by letters, but the letters are so selected that a glance suffices to discover whether the report is favorable or unfavorable, since "x," "y," and "z" always indicate derogatory comments or situations which require special consideration, while "a," "b," and "c" denote that the comments were favorable.

3. A tentative procedure for investigation was developed, and investigators were trained to follow this procedure. The following points were stressed:

(a) When investigating an applicant, select for interview at least three disinterested persons who are most likely to know the applicant's character well.

Since the applicant gives as reference only those who he believes will say favorable things about him, the persons named by him are frequently not those whom it is most important to interview. Persons not given as references—former employers, the captain or a lieutenant of the police precinct in which the applicant lives or works, acquaintances of the applicant who are in Government service, etc.—should be asked to give information regarding the applicant's character.

(b) At the beginning of the interview, explain the purpose of it as follows:

"Mr. ——— has applied for a position in the post-office service which would subject him to temptation to steal money and valuables from the mails. The safety of all mail, which includes your mail, depends upon the selection of honest employees to handle it. We are asking you for definite information, and for your opinions in so far as they will lead to something definite. The main objects are, first, to determine whether or not a more careful investigation should be made, and in regard to what facts, and, second, to learn of references who can give additional or more detailed information. You will not be asked to sign anything."

(c) Whenever further information is desirable, ask question E, "Can you give me any specific example or reason for your answer?" If the

person interviewed is unable to give details, ask question R, "Can you give me the name of anyone from whom I can secure more information regarding this point?" The first is designed to secure definite information rather than opinion; opinion is valuable only as it leads to something definite. The second is used to obtain leads to sources of both additional information and verifications.

(d) Secure an answer to every question.

(e) Secure correct names, addresses, and dates.

(f) Verify all reports which are unfavorable to an applicant.

4. As an aid to planning investigation procedure, consideration was given to determining the types of false statements made by applicants in filling out the application form.

It was found that the false statements most frequently made are those regarding arrest, removal from employment, and excessive use of intoxicants. Another common offense is falsification with regard to duration of employment and responsibility of positions held. Incomplete employment records are often given when the applicant desires to avoid investigation of employment where services have been unsatisfactory.

Applicants may falsify in regard to their having taken previous examinations for positions in the civil service. Applicants who have been barred from examination frequently make false statements in answer to the questions concerning debarment.

False statements are also made as to citizenship.

5. Since applicants always list references, and since many letters of recommendation are submitted, it was decided to include in this program a study of the value of information from persons indicated as references by the applicant.

6. A short, confidential voucher, asking pertinent questions covering the character of the applicant, was developed to be sent to persons who can most probably give information about him. The voucher form used before this time was longer than necessary, and it was felt that many persons would, for that reason, object to filling it out. Since the voucher is used primarily to determine only two points—the applicant's honesty and his industry—questions on the new forms were limited to those which would serve this purpose.

7. It is a matter of common knowledge that many employers hesitate to give in writing adverse reports regarding former employees who have been discharged for offenses committed while in the employer's service. However, they are usually willing to give this information orally. Accordingly, a statement was added to the inquiry blank discussed in the preceding paragraph. This statement was to the effect that if the person receiving the inquiry had any information regarding the applicant which he did not wish to put in writing on the form, he might merely check this statement and a representative of the commission would call to receive the information in person.

#### *Results of preliminary program*

During the first six months' use of the fingerprinting system in Chicago, 47 applicants for positions in the Chicago post office were found to have criminal records. All of these applicants had stated under oath, in their applications, that they had never been arrested. This preliminary study promised such valuable results in this regard that a separate unit for the handling of fingerprints was established and has since been in operation.

The use of the confidential voucher system, and the interviewing of those employers and others who checked the sentence on the voucher to the effect that they would give more information if the commission sent an investigator, brought out the fact that 13½ per cent of those who passed the examination should be

barred from the eligible list on account of defects of character. It was found that, of 41 such investigations which were made, 33 resulted in rejection for this reason. In 62 additional cases information was developed which, while it would not warrant rejection, was of such a nature as to be an aid to the postmaster making a selection from the eligible lists.

The voucher was found valuable in reducing the time and the expense both of verifying statements made on applications and of securing additional data concerning an applicant. More responses to requests for information can be secured when voucher forms are supplied than when the requests must be answered by letters.

During the preliminary program personal investigations brought to light the fact that we were about to place on the eligible register a number of men who had been discharged for stealing. It was clear that had it not been for these investigations we should never have been apprised of the facts in these cases. The first case investigated was that of a man formerly employed by a large Chicago corporation, which had discharged him upon discovering that he was keeping 50 per cent of the receipts which he collected for the company each day. The employer of this man had stated that he would not give details on the inquiry blank furnished, but he was willing to give the information to the investigator in person.

The investigations demonstrated the fact that letters or vouchers signed by friends of the applicant not only are useless as a basis for information, but are very misleading. A follow-up of letters of recommendation disclosed the fact that many who had sent in favorable letters regarding an applicant had done so only because they did not wish to prevent him from securing the position. Such recommendation was given, in many cases, even when the reference was aware of the fact that the applicant was unsuited for the position or was dishonest and unreliable.

#### PRESENT PROGRAM

The present program will be conducted jointly by the Civil Service Commission and the Post Office Department. The objectives of this study are:

1. To establish cooperation of all agencies which are in a position to be of assistance in these investigations, and to utilize all available data.

- (a) To secure the cooperation of the United States Chamber of Commerce, local chambers of commerce, local employment managers' associations, and local chiefs of police, as well as local postal and civil-service officials.

- (b) To determine the value of postal records as an aid in securing present and former addresses of persons given as references and in securing former addresses of applicants.

2. To develop a more effective system for using confidential inquiry blanks.

3. To develop procedure for a permanent investigation system.

The procedure to be followed in conducting this program will be based on the findings in the preliminary program. The organization of agencies which will aid in the present study is more extensive and more nearly complete than was possible before.

The city in which the new study will be conducted has, for our purposes, already been organized into districts. Plans have also been made for coordinating the work of investigation, in order to avoid duplication and thus to conserve time.

To further the aim of developing a more effective system of securing information by means of confidential inquiry forms, a study will be made of the relative value of the forms which were used in the preliminary program, of other forms



which are now available for use in the commission, and of new forms which are being constructed. Two of the new forms are designed to minimize the difficulties that arise because employers hesitate to submit over their signatures information which is derogatory to former employees.

In connection with the new program, a training course for investigators will be conducted. Unless every man knows the blank thoroughly its use is of little value. If questions are formally read, the investigator loses contact with the person being interviewed to such an extent that he may fail to secure the desired information.

Investigators will be trained to handle the interviews which can not consist of set questions and answers. They will be shown how to use the blank in informal interviews in cases where such procedure is desirable. For instance, a man may at the beginning of the interview give a wholly favorable statement with regard to an applicant. He may say, "He is one of the finest young men I know—clean-cut in every way." Such a statement would eliminate the necessity of asking many of the questions in the form in which they are presented. Certainly it would affect procedure. It would be absurd, after that statement, to ask, "Has he ever been accused of stealing?" or "Might he take money from the mails if he thought that no one would ever suspect him?" The investigator would cover specific points, however, by saying, "I take it, then, that you consider him industrious—interested in his work and steady; he is intelligent and discreet—trustworthy. (Correct me if I have the wrong impression of your opinion.) Judging from your statement, you undoubtedly consider him unlikely to yield to the temptation to steal, or to be dishonest in any way."

Frequently a general statement is made, such as "He is a bright, intelligent young fellow, and I'm sure he will make good." By means of the follow-up procedure just presented it may be discovered that, although intelligent and ambitious, he can not be trusted. This would be brought out in response to "I take it you would be willing to have him assigned to handling the mail, including money orders, cash, and so forth, for your firm."

This method of questioning would reduce the time of the interview and would avoid irritating the person interviewed. Direct questions would, of course, be required to cover such points as "How much responsibility has he had in handling the funds and the personal property of others?"

The present study will cover a period of approximately five months. During that time selected employees of the Post Office Department will work with this commission in developing procedure for an improved system of investigation.

## ORAL EXAMINATIONS

### (DEVELOPING THEM AND TRAINING EXAMINERS TO GIVE THEM)

The development of oral examinations for men seeking positions in the Prohibition Bureau offered an unusual opportunity for research in connection with this type of examination.

Here were approximately 4500 competitors, who had qualified on the written tests, to be considered for positions which public sentiment demanded must be filled with men of integrity as well as ability. Those qualities are, of course, sought in all Government workers. Never before, however, were there thrown open at one time in the United States civil service so many positions of responsibility. The reliability of these competitors had to be determined with the utmost care.

The written test was used to determine competitors' judgment. The interview made possible observation of the applicant's manner and personal ap-



pearance. The oral examination was designed to supplement the results of the written examination in measuring qualifications required to handle problems of the type involved in prohibition work, and to increase the fairness of the examination procedure and insure better selection.

In addition to the examinations, a thorough character investigation was conducted.

#### OBJECTIONABLE FEATURES OF ORAL EXAMINATIONS

In developing the oral examination, attention was drawn to the objections to orals as commonly given. Frequently orals are made up of problems which are not developed beyond the initial question to be asked. The difficulty of evaluating such problems is well known. Examiners differ in the degree to which they exercise control over their examinations; whereas some control every step of the examination, with others each competitor may meet the problem in a different way, and may develop it along any line which he chooses.

Examiners differ greatly in their manner of presenting oral problems of the type ordinarily used, as well as in their standards of rating competitors on the basis of these problems. Many examiners are inclined to "size up" a competitor and to rate on general impression. Some are very capable of making better estimates than others, all feel the difficulty of making comparable estimates in regard to those whom they interview and those whom others interview.

Some examiners are inclined to determine upon one point of view as the only acceptable one in dealing with a problem and to give credit only to an answer indicating that point of view, without regard to the fact that other answers may be equally good and equally acceptable to other examiners.

Another drawback of the oral examination as commonly given is that no provision is made for verifications of ratings which examiners make on the basis of it. It is often desirable and necessary to reconsider cases, and there should be a permanent record as to the manner in which each competitor earned the rating which was assigned to him. The brief, complete, and comparable reports of the examination, which would make it possible later to reconsider the rating, can not be secured with the usual variation in methods of presenting problems.

#### PRINCIPLES IN DEVELOPING NEW ORAL EXAMINATIONS

With a view to eliminating the objectionable features of the oral examination, and to increasing its value as a selection device, a new technique of oral examining was developed. In the annual report of 1927<sup>1</sup> were set forth the principles observed in the development of this technique in examining applicants for administrative positions in the Prohibition Bureau. The development of material for oral examination of applicants for positions of lower grades is based on the same principles, chief among which are the following:

1. Problems must be especially designed to bring out the qualities to be considered in rating competitors.
2. Subject matter of problems must be practical in appearance as well as in fact.
3. Problems must be thoroughly developed in such a way as to secure uniformity of presentation.
4. There must be a definite and comparable method of recording and evaluating results.

---

<sup>1</sup> P. 39, Forty-fourth Report, U. S. Civil Service Commission.

## THE SCALE FOR RATING COMPETITORS

The qualities to be considered in rating applicants had to be determined, however, before either test problems or recording devices could be developed. The procedure of determining which qualities should and could be rated has already been discussed in the report of oral examinations for prohibition executives. The work of prohibition officers of all grades below that of executive was carefully analyzed in order to determine what qualities are desirable in each of these additional positions.

It must be noted that the new oral examination was to be used to select men for positions of three different grades—one at a salary of \$3,000, one at \$2,400, and one at \$1,860. As examiners were later instructed, the qualifications for the three positions differ more in degree than in kind. It is essential that persons who qualify for register A (\$3,000) have a greater degree of judgment, for example, than is necessary for those who qualify for register B (\$2,400) or register C (\$1,860), but eligibles on each register must have a sufficient degree of this quality to meet the requirements of the positions of that grade.

The list of qualities finally included in the rating scale comprised not all those which it was desirable to rate, but only those desirable qualities which *could actually be rated on the basis of one hour's interview and examination.*

Consideration was then given to this question: Which of these ratable qualities are rated on the basis of actual response to examination questions, and which on the basis of general observation?

The following points comprise the scale for rating on the basis of the oral examination alone. They are qualities in respect to which the applicants can always be rated, since they can be brought out by the examination.

# SECTION OF SCALE FOR RATING APPLICANTS

FOR POSITION OF INVESTIGATOR, INSPECTOR, OR AGENT IN THE BUREAU OF PROHIBITION

For each quality select the phrase which best describes the competitor. On the line above that phrase place a check mark to indicate the extent to which the competitor possesses the quality described. Place the check mark at the extreme right if you wish to show that the competitor ranks low within the degree described; place it at the left end of the line if the competitor ranks high within that degree.

## DISCRIMINATION.

9 8 7

Is keen in analyzing a situation. His suggestions and his explanations show that he recognizes which points are most important to investigate.

Comments: \_\_\_\_\_

6 5 4

Shows fair ability in recognizing which are the more important points to investigate. Seldom follows obviously minor points.

3 2 1

Fails to distinguish between important and inconsequential points; is likely to neglect most of the important points in a case.

## SKILL IN QUESTIONING. (Rate on part 1, type B case.)

9 8 7

Would be likely to secure most of the important information which it is possible to secure in any given case.

Comments: \_\_\_\_\_

6 5 4

Would be likely to secure about half of the important information available in any given case.

3 2 1

Would secure practically none of the important information available in any given case.

## RESOURCEFULNESS.

9 8 7

Makes skillful and practical plans for investigating the points which he selects for investigation.

Comments: \_\_\_\_\_

6 5 4

Makes fairly practical plans for most of his investigations.

3 2 1

Is seldom able to think of plan for investigating points even though he realizes they should be investigated.

OR

His suggestions are so impractical as to be almost useless.

21 or above..... A  
12 through 20..... B  
9 through 11..... C  
Below 9..... Not qualified

On the basis of the above, the competitor is qualified for register { --- A \$3,000  
--- B \$2,400  
--- C \$1,860 } Check one  
Is not qualified \_\_\_\_\_

The remainder of the rating scale includes traits which can not always be brought out and which are essential only if conspicuous in one extreme or the other, such as physical appearance, manner, mode of expression, etc. The last page also provides space for final ratings based on the preliminary ratings given for responses to oral examination problems, plus the ratings on traits of the type mentioned in this paragraph.

To what degree does each of the following phrases apply to the applicant? If the applicant's dependability is worthy of note, place a check mark on the line before "Dependable." If the applicant is *particularly* dependable, place two check marks on the line before "Dependable." If the applicant does not display the trait, simply cross it off the list to indicate that you have considered that trait.

----Dependable.	----Irresponsible.
----Would make a necessary decision when facts are before him.	----Would hesitate in making a necessary decision, even when facts are before him.
----Cooperative.	----Would not work well with others.
----Energetic—the "self-starter" type.	----Seems listless or lazy.
----Has poise; is self-possessed.	----Lacks poise.
----Has accurate memory.	----Has poor memory.
----Makes his meaning clearly understood.	----Does not make his meaning clear.
----Is persistent.	----Would give up too quickly.
----Tactful.	----Tactless.
----His testimony would probably be believed.	----His testimony would probably be doubted.

Consider the applicant in regard to posture and then underline the word or words which best describe him. Rate his voice and so forth in the same way.

POSTURE: Stoop-shouldered; slouchy; too rigid; struts; inconspicuous.

VOICE: Inaudible; harsh; shrill; high-pitched; does not distract attention; well-modulated.

MANNER OF SPEAKING: Stutters; lisps; speaks rapidly; speaks indistinctly; speaks easily and clearly.

Among which of the following classes of people could he, as prohibition officer, move without being conspicuous? Check as many as apply.

-----Mountaineers; -----people of tenement districts; -----tradespeople and workmen; -----clerical and office employees; -----executives; -----people in exclusive cafés and night clubs.

Make a check mark on the line after each of the following which applies to the applicant. Leave the others blank.

Is he conspicuously deformed or lame? ----- In what way? -----

Is he conspicuously heavy? ----- Is he unusually tall? ----- Unusually short? -----

Would he be readily recognized and remembered because of unusual features, conspicuous scars, birthmarks, moles, whiskers, bald head, dental work, and so forth? ----- In what way? -----

Does he seem to be in run-down condition? ----- In good physical condition? -----

To make your final rating of the man, consider the rating which you gave him on the basis of the first three qualities. Then review the notations which you have made concerning all other characteristics. Indicate your decision regarding the degree of the applicant's qualifications for EACH register by writing each of the letters A\*, B\*, and C\* on its appropriate line.

----- Very well qualified.  
 ----- Fairly well qualified.  
 ----- Of doubtful ability, but may be satisfactory.  
 ----- Of very low grade.

For example, for one competitor you may write "ABC" before "Very low grade," meaning that he is very low grade for any of the positions. For another competitor you may write "A" before "Fairly well qualified" and "BC" before "Very well qualified." A third competitor might be very well qualified for "C," fairly well qualified for "B," and of doubtful ability but possibly satisfactory for "A."

Comments: -----

On the basis of ALL the knowledge of the man which you have gained through the interview with him, the oral examination, and interviews with other persons, would you consider him likely to follow through a raid under adverse conditions?

----- Likely to swear out a warrant against a member of a gang or a person who has influence? ----- (Yes or no.)

----- Cite any particular facts or observations which support your answers to the above. -----

Signature of examiner ----- Date -----

(\*A, Prohibition investigator, \$3,000. B, Junior prohibition investigator or prohibition agent, \$2,400. C, Junior prohibition agent, \$1,860.)

The construction of examination problems was undertaken in connection with the development of the rating scale. To test *resourcefulness*, problems were constructed presenting difficult situations with which the competitor must deal. *Discrimination* is tested by problems which require the competitor to determine which of a number of details are important and which are irrelevant. The ability to secure information—called, for purposes of brevity, *skill in questioning*—is tested by problems which require the competitor to get the facts of a case by means of questioning. Such a problem is also, incidentally, a test of resourcefulness and discrimination.

The problems were developed in such a way as to present practical situations and to secure uniform presentation. Examples of these problems may be found on pages 42 through 45 of this report.

#### TRAINING EXAMINERS

The next and major problem was the administration of the examination. The great number of applicants to be examined presented to the commission a new problem—that of training men to conduct the many examinations in a comparable manner. The matter was sufficiently important to justify the establishment of a temporary training school for the group of new employees from whom examiners could be selected.

As an initial step in the training course the new type of oral examination was administered to each of the trainees. This was done in order to make them immediately familiar with the method of examining, and with the nature of the test material. In order more fully to familiarize the trainees with the method of giving examinations, each was required to be present while two others were being examined. This practice served also to make them aware of whatever discomfort is ordinarily experienced in facing an oral examination and of the necessity of putting an applicant at ease.

The trainees were then supplied with copies of a manual in which were set forth the principles by which they were to be guided in their work. The introduction to the manual contained a reminder, however, that “no outline of instructions can be made so comprehensive as to provide for every contingency which may arise. The exercise of common sense and sound judgment, as well as resourcefulness and initiative, on the part of the investigator, is, therefore, essential in all cases.”



*The two types of cases*

The manual included a complete explanation of the two types of cases to be given in the oral examination, together with exact directions for presenting each type, as follows:

Say to the applicant: "As a Federal prohibition officer you would be required to use your best judgment in dealing with all sorts of unusual situations. In any situation there might be several courses of action open to you, and each might have merit, though it is not likely that all would be equally good. I shall ask you to assume for a few moments that you are a prohibition officer and to tell me how you would deal with certain situations, such as an officer must meet."

Present a type A case to the applicant.

The following type A case is typical of those given:

## TYPE A—Case No. 1

Assume that you are a prohibition officer. When you examine the books and the liquor stock of the Cure-all Drug Store in Newton, a town of about 10,000 people, you discover that there is a shortage of 15 quarts of whisky. You question the proprietor about the shortage, and he tells you that the store was robbed about two weeks ago and that the 15 quarts of whisky were stolen. What would you do?

Possible answers and follow-up questions:

A. *Get complete details of the theft.*

- (1) In what details would you be interested?
- (2) To whom would you go for this information?
- (3) Suppose that the proprietor told you that a large quantity of other goods had been stolen at the same time. How would this influence your method of procedure?

(\*)

B. *Find out whether the robbery was reported.*

- (4) How and where would you get this information?
- (5) What action would you take if it has been reported?
- (6) Suppose that it was not reported until about a week ago, which was a week after it happened. What would you do?

(\*)

C. *Examine the scene of the robbery.*

- (7) What in particular would you look for?
- (8) What would be your purpose?  
If the competitor is looking for an "inside job," ask—
- (9) What circumstances would you consider evidence of an "inside job"?
- (10) Where and how would you look for such evidence?
- (11) What would you do if you found such evidence?
- (12) What would you do if you failed to find such evidence?

(\*)

(Sections D, E, F, and G provide for developing the answers "Investigate the reputation of the proprietor or his employees, or both"; "Search records for evidence of other types of irregularities"; "Test the liquor remaining"; and "Look up the record of previous inspections.")

\* (24) Is there any other action that you would take?

The value of the applicant's answers (the manual explains) depends to a great extent upon his subsequent suggestions for developing the case. Draw out these suggestions by means of the follow-up questions listed under each answer, along with any other similar questions which are relevant.

If he gives an answer which is not listed, follow it with questions similar to those for the listed answers, and then ask, "Is there anything else that you would do?" If the applicant suggests a procedure which does not enable you to question him further, ask a question such as, "Suppose you failed to secure any important information in that way, how would you then proceed?"

The applicant is likely to suggest an action which is apparently of no value in the development of the case. By asking, "For what purpose would you do this?" you may discover whether one of the important actions is included in the plan which prompted his first suggestion.

Try to present the case in the same way to each applicant. Continue the questioning only so long as the applicant, by his answers, provides openings for further development of the case along the lines which he himself suggests.

Care must be taken to avoid leading questions—that is, questions which point to the answers which should be developed.

In no case should you indicate by your remarks or expression that the applicant is making a poor showing. This is important both because it would affect the applicant's ability to continue and because it would enable him to give valuable information to other applicants.

A type B case follows the type A case, the ordinary examination consisting of one case of each type. The type B cases were designed to test the applicant's ability to draw out essential information from the person who seems to have information which should be known by the Prohibition Bureau. They also test his ability to discriminate among the bits of information which he receives, as well as his resourcefulness in conducting an investigation on the basis of such information. In giving a case of this type the examiner is instructed to assume the rôle of a person who might give information, and to proceed with the explanation which follows:

Now you will be given an opportunity to show how you would get at the facts in a case, and whether you would draw out significant points from a person who seems to be a source of information. In the course of their work officers many times meet persons who are very willing to give information but who do not know what is of value, and who, if simply asked to tell what they know about a particular case, would fail to mention many points which would be of value. By questioning them in a way that brings out all the details that they can recall one can often build up significant parts of the case.

#### TYPE B—Case No. 1

##### PART 1

Assume that you are a prohibition officer. This is the information I give you: "I wouldn't like to get mixed up in any prosecution, but I do think that you prohibition officers ought to keep your eyes on Joe Kirsch, this man who was arrested by the local police last week for driving an automobile while intoxicated. He lives in the same neighborhood that I live in, and I've suspected for some time that he and his brother-in-law are violating the prohibition law."

Now assume that you have never heard of Joe Kirsch, and you don't know whether he has been arrested or not, and you know nothing about any violations he may have committed. Question me.

(The means developed for enabling the applicant to "get started" are explained on page 44.)

#### STATEMENTS WHICH THE EXAMINER SHOULD GIVE IN REPLY TO QUESTIONS

##### *Type of violation*

- |   |  |
|---|--|
| <p>A. Kirsch and his brother-in-law sell liquor.</p> <p>B. They transport it in their machines.</p> <p>1. Each has a car.</p> <p>2. Both Buicks.</p> <p>3. Both dark blue.</p> <p>4. Sedans.</p> <p>C. They sell it through an agent.</p> | <p>5. I've heard people in a cigar store talk about it. (Applies to either A, B, C, 7, D, or 8.)</p> <p>6. Neither the proprietor nor any of the clerks paid any attention to the conversation, nor did they appear to know the men. You may take it for granted that they are not involved.</p> |
|---|--|

\* \* \* \*

## Identity of agent

16. Don't know agent's name, but I'm pretty sure I know him when I see him.
17. He's a man I've seen go to Kirsch's house.
18. He is a tall, dark man, fairly well dressed.
- G. Drives an old Cadillac touring car.
19. Doesn't come at any regular time.
- H. On several occasions I've seen him drive into the alley behind Kirsch's place.
20. I've never actually seen him take liquor from Kirsch's place.
- I. I see him there about every day.

### Facts about Joe Kirsch

- |  |   |
|--|---|
| 21. About 35 years old.  | 28. All the houses in our neighborhood have garages in the basement. I suppose his does, too. |
| J. Lives in the 1200 block on Warner Street, just a block down from me, in a row of houses. Fifth house from the corner. | K. Kirsch drives a taxi.  |
| 22. Lives with his sister and his brother-in-law.  | L. Brother-in-law drives a taxi.  |
| * * * *  | M. Not connected with any company; uses his own car. (Applies to K or L.)                     |
| * * * *  | 29. No regular taxi stand, so far as I know.  |
| * * * *  | * *   |

One who gives information

- |   |  |
|---|--|
| 32. Roger Green.                              | 34. 1315 Warner Street; this city.           |
| 33. I am not engaged in business, at present. | 35. Have lived there for about a year.       |
|   | 36. Read in newspaper about Kirsch's arrest. |

(Other facts which cover all points connected with the case are given under these and similar headings.)

Fundamental points: B, C, D, E, G, J, O, P.

Supporting points: A, F, H, I, K, L, M, N.

The list of statements includes those which you are to give in answer to the applicant's questions (the examiner is instructed). In answer to any one question, you should give only a single statement. If he asks a question which calls for a large number of facts, give in reply one or two which are specifically asked for, or which the average individual would be led to give in answer to the question. At the same time, do not give the impression that there are no further facts. Let him ask again for the others.

Give the statements to him in the order in which he asks for them. If the applicant doesn't seem to be making any progress, ask him question (a) "What facts would you try to learn from me?" If you see that it is going to be necessary to use question (a), do not wait longer than two minutes before doing so.

Follow question (a) with either (b) "Now, question me to see whether you can get those facts," or (c) which is printed on each case for your use in telling the applicant what facts to attempt to learn.

If the applicant misses much important information and stops questioning long before the time allowance is up, say: "Surely there must be other information which you will need in handling the case. Question me on those points."

The majority of applicants at some time during their questioning will ask general questions, such as "What other information can you give me about this violation?" Use the following answer: "I'll be glad to answer any questions that I can. Exactly what else do you want to know?"

If the applicant should ask questions which require answers in addition to those listed, you should, whenever it is consistent with your other statements, give some such answer as, "I didn't observe that," indicating that you have no way of knowing the facts for which he asks. When lack of the requested information would be absurd, make your answer as noncommittal as possible, so that the applicant will not be led away from the set facts of the case. Word your answers concisely, but in an informal, conversational manner.

Part 2 of each type B case gives you an opportunity to make sure what the applicant's purpose was in questioning as he did in part 1, and to what extent he appreciates the relative value of the facts learned. As soon as the applicant has asked as many questions as he wishes to ask on part 1, or has taken as much time as can be devoted to part 1, continue with part 2, as indicated on the case. This part is developed in the same way as the type A case.

Part 2 of the foregoing case follows:

#### PART 2

Now assume that your informant leaves your office. On the basis of the information which you have just secured from him, how would you proceed to investigate this case?

Possible answers and follow-up questions:

A. *Investigate Kirsch.*

B. *Investigate Kirsch's brother-in-law.*

(1) What particular facts would you attempt to learn?

(2) How would you proceed in order to learn these facts?

(3) What other action would you take?

C. *Watch car.*

(4) Whose car would you watch?

(5) Why do you think this might be a wise course to take?

(6) Just how would you go about watching it (them)?

(Additional sections provide for developing other answers.)

#### *Ratings made by trainees before training*

The training course opened with three demonstration examinations, members of the research division acting as examiners, and other employees of the commission as applicants. The examinations had been carefully rehearsed, so that both examiners and "applicants" knew exactly how to proceed.

The responses prepared for each of the three demonstration cases, two type A cases and one type B case, had been developed to show a fairly high degree of the three qualities listed in the first section of the rating scale. They were not exceptional, but in most respects they were good, and, according to our standards, a man who would give such responses was entitled to a rating of B, \$2,400. We chose to present "average applicants" in this demonstration, because it is this type which is most difficult to rate. It requires very little discrimination to distinguish the exceptionally able from the barely satisfactory or wholly incompetent person.

The trainees were instructed to listen to the examinations as they were given and to make notes if they wished. They were also told:

Either indicate that the applicant is unqualified, recommend him as a junior prohibition agent at a salary of \$1,860, recommend him as an agent or a junior investigator at a salary of \$2,400, or recommend him as an investigator at a salary of \$3,000. Consider everything that you would consider in an actual examination.

Underline the one of the following which, in your opinion, applies to the applicant:

Unqualified	Qualified for \$1,860	\$2,400	\$3,000
-------------	-----------------------	---------	---------

The results of these cases showed, as we had expected, a complete lack of uniformity of rating and an urgent need for training. The following table shows the wide discrepancy among the ratings given:

TABLE 1.—Discrepancies among ratings by trainees before training

Rating	Distribution of trainees' ratings		
	Applicant 1	Applicant 2	Applicant 3
	<i>Per cent</i>	<i>Per cent</i>	<i>Per cent</i>
Unqualified.....	4	30	19
\$1,860.....	15	48	44
\$2,400.....	48	18	37
\$3,000.....	33	4	0

*Recording results of oral examinations*

The "work sheet" was then introduced and its use explained. As stated in the manual:

This sheet is designed to help you give the commission a brief report of the problems which you presented during the examination, and of the applicant's handling of these problems. It will serve as a permanent record of the oral examination, and when the rating is reviewed your work sheet will show tangibly your basis for rating him as you did.

## WORK SHEET

Name of applicant.....	Place of examination.....
Date of interview.....	
Time commenced .....	TYPE B, CASE No. ....
	Part 1.
TYPE A, CASE No. ....	Applicant's questioning brought out
Applicant's answers: .....	facts in the following order: .....
.....	.....
* * * * *	* * * * *
.....	.....
.....	.....
.....	Was it necessary to ask (b) ? .....,
.....	(Yes-No)
.....	(c) ? ....., or (d) ? .....,
.....	(Yes-No) (Yes-No)
* * * * *	Part 2.
	Applicant's answers: .....
	.....
	.....
	* * * * *
Signature of examiner.....	Time finished.....

The following instructions for the use of the work sheet were given:

Record case numbers and applicant's name before beginning the examination. Keep the work sheet before you as you present the cases, making your notes on it *during the interview*.

*Type A cases.*

Make a record of each of the competitor's answers in the order in which he gives them. This record should show the letter which indicates each answer given, the number of each follow-up question asked, and brief notes wherever necessary in order to complete your record of the applicant's response to the case. If the competitor fails to give logical support for an answer, your notes should show this fact. If the competitor states definitely that he would not take one of the actions listed, record that fact, together with the letter indicating the action referred to. For example, if an answer lettered "E" reads "Investigate court records," and if the competitor definitely says "I wouldn't try to investigate court records," you would record "Not E."



*Type B cases.*

In each type B case there are certain important points which should be developed by the competitor's questioning. The statements considered essential for developing each of these points are included in the list which you are to give in answer to the competitor's questioning. These essential statements are readily distinguished, however, since they are marked with letters. Supplementary statements which are relatively unimportant are numbered consecutively.

In the space indicated on the work sheet, record the letters and the numbers of points in the order in which they are brought out by the competitor's questioning. The competitor may ask a question which is not covered by the list of statements given with the case. If such a question has definite bearing on the case, record the gist of the question and place a plus sign above this record to indicate that the question has merit. If the question is so pointless as to affect the competitor's rating, record the gist of it, as before, but place a minus sign above it to indicate that the question is poor. If the question is neither so good nor so poor as to affect the competitor's rating, simply indicate by an "x" that such an unlisted question was asked at that particular point. If question (b), (c), or (d) was asked, your record must also show at what point. Thus, your record of part 1 of type B, case No. 1, might read as follows:

$$\begin{array}{r} \phantom{A} \phantom{5} \phantom{6} \phantom{9} \phantom{10} \phantom{11} \phantom{D} \phantom{E} \phantom{neighbors} + \\ \hline A \ 5 \ 6 \ 9 \ 10 \ 11 \ D \ E \ neighbors \\ \hline x \ x \ 26 \ 27 \ d \ M \ x \ x \ B \ 1 \ 2 \\ \hline - \\ x \ x \ x \ age \ of \ wife \ K \ x \ 29 \ 12 \ O \end{array}$$

Ratings on the type B cases must not be based on the relation between the number of facts secured by the applicant and the total number listed in the case. The supplementary statements are listed only in order to insure uniform presentation of the cases.

For part 2 of type B make a record of the applicant's answers in the same way as for type A cases.

You should be particularly careful that your record making does not distract the attention of the applicant while he is talking. Except for special notes, you need only write numbers or make checks. This can be done so inconspicuously that he need not be disturbed. Give him your attention while he is talking.

The work sheets were put into use on the third day of the training course. The cases were presented slowly, and in order to aid the group to determine what should be recorded, frequent pauses were made and questions were asked. Members of the research division continued to act as examiners until the trainees had become familiar enough with the work sheet to use it while giving an examination.

The men were next instructed with regard to making ratings on the oral examination. The foregoing reproduction of the rating scale shows the manner in which the different degrees of the qualities to be rated are described and the instructions for recording ratings on the scale. On each line the position of the check indicates the rating assigned to the competitor on the particular point. The sum of these ratings is one indication of the register on which the competitor belongs.

It was found possible to assign a wholly objective rating to skill in questioning. The following table was prepared for use in assigning ratings to competitors who secured different combinations of fundamental and of supporting points in answering the type B cases:

TABLE 2.—*Plan for assigning numerical ratings on skill in questioning*

	9	8	7	6	5	4	3	2	1
Fundamental points*-----	All but one.	All but two.	More than half.	More than half.	One-half.	One-third.	One-third.	Less than one-third.	None.
+ Supporting points*-----	+ More than half.	+ One-half.	+ One-half.	+ One-third.	+ One-third.	+ One-third.	+ One-fourth.	+ One-fourth.	+ Less than one-fourth.

\*Indicated at end of each case.

The competitor whose responses include the numbers of fundamental and of supporting points indicated in a column in the table is given the rating which is at the top of that column. Thus, the rating of skill in questioning is a simple arithmetical problem.

On the fourth day, members of the training group were required to act as examiners.<sup>2</sup> The entire group recorded and rated each examination. After ratings had been made on each "applicant" they were compared, and out of the discussion which followed each examination came agreement as to what constituted a \$3,000 man, a \$2,400 man, or a \$1,860 man.

#### *Progress made during training course*

At the end of the first week of training the group had made progress toward uniformity of rating, as indicated in the following table:

TABLE 3.—*Showing progress toward uniformity at the end of the first half of the training course*

Ratings	Distribution of trainees' ratings		
	Applicant 8	Applicant 15	Applicant 22
Unqualified.....	<i>Per cent</i> 4	<i>Per cent</i> 0	<i>Per cent</i> 0
Qualified for \$1,860.....	29	89	0
Qualified for \$2,400.....	67	11	12
Qualified for \$3,000.....	0	0	88

It is always a difficult problem to avoid a tendency on the part of most examiners to rate a man high in every trait or low in every trait. If a man gives a poor impression in one phase of the examination, the examiner tends to be influenced by that fact in rating the rest of the examination. During the training course it was demonstrated to the group that a man might have a high degree of resourcefulness, yet lack discrimination to a great extent, or vice versa. He might show discrimination in other respects, yet have little skill in questioning.

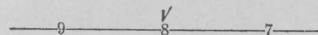
<sup>2</sup> Employees of the commission served as "applicants" during both this and previous phases of the training course. These "applicants" were men who have had experience in dealing with practical problems, some in law or investigation work, and who were acquainted with prohibition work to as great an extent as most applicants would be. None of these men was actually applying for a position in the Prohibition Bureau, yet they were all keenly interested in taking the oral tests for trial purposes and eager to determine their ability to qualify for such a position. With the exception of the first three demonstration examinations, for which responses were prepared, the men acting as applicants were tested as if they were actually seeking positions.

The ratings on several cases proved conclusively that the group of trainees were avoiding this difficulty. "Applicant X" did not possess the different qualities in equal degree, but, rather, possessed a high degree of one and a low degree of another. The tendency referred to above would have caused the trainees to rate the applicant as possessing about equal degrees of the different qualities. However, as shown by the composite of 29 ratings of this "applicant," (chart 1) the different trainees considered each factor separately, and they agreed in recognizing the differences among the applicant's qualifications.

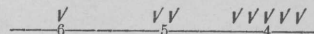
As a result of the brief period of training it was possible to assign to the actual work of conducting orals men who were not only making comparable ratings; they were also making accurate, complete, and uniform reports of the entire examination.

For each quality select the phrase which best describes the competitor. On the line above that phrase place a check mark to indicate the extent to which the competitor possesses the quality described. Place the check mark at the extreme right if you wish to show that the competitor ranks low within the degree described; place it at the left end of the line if the competitor ranks high within that degree.

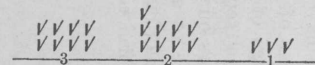
### DISCRIMINATION.



Is keen in analyzing a situation. His suggestions and his explanations show that he recognizes which points are most important to investigate.



Shows fair ability in recognizing which are the more important points to investigate. Seldom follows obviously minor points.



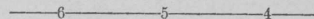
Fails to distinguish between important and inconsequential points; is likely to neglect most of the important points in a case.

Comments: -----

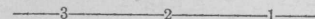
### SKILL IN QUESTIONING. (Rate on part 1, type B case.)



Would be likely to secure most of the important information which it is possible to secure in any given case.



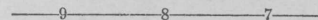
Would be likely to secure about half of the important information available in any given case.



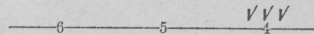
Would secure practically none of the important information available in any given case.

Comments: -----

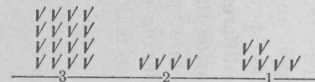
### RESOURCEFULNESS.



Makes skillful and practical plans for investigating the points which he selects for investigation.



Makes fairly practical plans for most of his investigations.



Is seldom able to think of plan for investigating points even though he realizes they should be investigated.

OR  
His suggestions are so impractical as to be almost useless.

Comments: -----

CHART 1.—Composite of ratings of 29 trainees on "Applicant X," showing that qualities are considered separately.

## A TEST OF ABILITY TO PREPARE REPORTS

In compliance with the policy of applying objective methods to procedure wherever practicable, there has been developed, for testing applicants for positions as prohibition agents, a measure of ability to prepare reports.

The most obvious method of testing ability to prepare a report is to give a statement of facts such as an employee would know, and to require the writing of a report on these facts. Such a test form presents great scoring difficulty, however, necessitating deliberation and subjective judgment in the scoring of each paper. Comparable results can not be secured by this method of scoring. Moreover, such scoring is very expensive because of the amount of time and the high degree of ability necessary for doing it.

It is necessary that any test of report making be one that can be scored in such a manner as to yield comparable results for all competitors. It is desirable, also, to reduce the difficulty and the time of scoring. Both of these aims can be achieved by presenting the test objectively.

### REQUIREMENTS OF THE TEST

In examinations which must be given with equal fairness to men who have and men who have not had training in this particular line of work it is obviously necessary to determine potential ability to prepare reports rather than developed skill in preparing them. The new test was designed to measure accuracy, discernment, judgment, and similar qualities essential to the man who must write reports, since the man who possesses these qualities can be easily trained to do this work.

### THE TEST FORM

How do prohibition agents actually prepare reports? What facts are essential to a report? In what form is the report submitted? How rigid are the rules concerning report writing? These questions had to be answered before the test could be devised.

The Prohibition Bureau gave us the necessary information. The following admonitions that have been given to agents show the attitude of the bureau toward reports.

The first essential in preparing a report of violation of law is that the report shall contain such a statement of facts, capable of corroboration, as will support and substantiate the charge made. An agent who submits a report that does not contain sufficient facts to support the charge of violation of law made the subject of the report wastes his own time and the time of every officer and clerk who has to review and handle it. Bear in mind that any case reported may be made the subject of trial in a court, or of a hearing looking to the revocation of a permit, or of a hearing looking to assessment of taxes, and consider what arguments and evidence the defendant may have to present with a view to refuting the charges made.

Get the facts. Get all the facts bearing on the case that it is possible to obtain. Get names, dates, accurate description of premises, amounts, description of apparatus, and accurate measurements of distance. It is better to report one good case, possibly requiring extended investigation, than to report many cases in which evidence is incomplete. Suspicion is not evidence. Hearsay is not evidence. Get the facts.



Agents are required to submit brief daily reports of investigations. When the investigation is completed, the officer in charge of it makes a complete report. This report consists of a summary of the essential facts of the investigation, according to a set form.

A report form for use in examination was constructed, with headings comparable to those used by agents in making summary reports. The headings were, in some instances, expanded in order to clarify their meaning, since they were to be used by persons unfamiliar with prohibition reports. As finally revised and adopted for use, the form provides for listing all pertinent facts concerning violators, violations, premises, warrants, seizures, witnesses, and evidence in the case under consideration.

The subject matter upon which the competitor is to base his report was prepared in such a way as to be presented to the competitor as notes which he has made while investigating a certain case. The following brief test which is to be used as a sample in the announcement of the examination illustrates the method of presentation.

It will be noticed that the score made on this test for prohibition agents is not affected by knowledge of grammar or of composition. Such knowledge is not essential in prohibition work. What is necessary is that applicants should be able to pick out facts and list them with accuracy and with enough clarity to avoid confusing the various items of information.

#### *Sample Test of Ability to Prepare Reports*

Assume that you are Federal Prohibition Agent John Storey, stationed in Western City, N. J., and that you have made the following notes with regard to your investigation of a certain case. Using these notes to refresh your memory, you are to fill in a report of this case, on the report form attached. Everything that you know about this case is included in these notes.

*July 5, 1928.*—Went with Agent Bruce Williams to look over pool halls, lunch counters, cigar stores, etc., in vicinity of Grand Island Pier, where police always have trouble with drunks. Williams decided to go first to visit a place called The Dock that we have suspected for several months. I am known there, so I went to The Palace, a lunch counter across the way, to wait for Williams. The place is just a one-story wooden shack. Half a dozen workmen in there, playing cards. I sat down at the counter at the side of the room, asked the man behind counter, a tall, lanky fellow with red hair, if he had any beer. He drew a glass from a keg beneath the counter, and I paid 20 cents for it. The beer, which I drank, was yeasty, but had a decided kick. Asked the man if he had anything stronger, and he sold me a pint bottle of corn whisky for 75 cents. Kept this pint as evidence of sale.

*July 6, 1928.*—Made affidavit of sale of liquor at The Palace, located at 201 Twenty-second Street, and secured search warrant from United States Commissioner W. W. Kennedy.

*July 7, 1928.*—Went with Agent William Smithers and served warrant on The Palace lunch counter. Arrested the proprietor, the same man who had sold liquor to me. He gave his name as Joe Billings, 27 years old, no dependents. Lives at 1019 Water Street in small apartment house which he owns. Never arrested before. Smithers and I searched place, but found no liquor except a pint flask half full of whisky. This was seized and stored with other evidence in this case in room 17, Federal Building, 280 Broad Street. Billings rents the building for his lunch counter from Tyler Real Estate Co. Communicated with their office at 328 Main Street and found that they own the place. Billings taken to city jail.

*July 8, 1928.*—Billings released on \$1,000 bond. Hearing set for September term of Federal court.

#### FORM FOR REPORTING INVESTIGATION

You are to submit on this form a brief but complete report of the facts of your case. Do this by writing, under the appropriate headings on this sheet, all points of information which belong under those headings.

Read all the headings in this form before you begin to fill in the report of your case.

Points not placed under the correct headings will be considered as omitted.

1. Complete names and home addresses of persons charged with violations in this case.

3. Property seized when arrest was made. (Kind and amount.)

2. Appearance, age, occupation, and dependents of violators.

4. Facts indicating financial status of violators. (List property owned by violators.)

\* \* \* \* \*

(The complete report form contains additional headings similar to the above and calls for every essential detail of the case.)

After you have recorded, under the four headings listed above, the points which belong under those headings, your record should be as follows:

#### KEY FOR REPORT

1. *Joe Billings*  
*1019 Water Street*

2. *tall, lanky, red hair*  
*27 years old*  
*runs lunch counter*  
*no dependents*

3. *whisky half pint*

4. *owns small apartment house*  
*at 1019 Water Street*

A test of ability to prepare reports would not be selective if it involved only the simple classifying of obvious points. Therefore, references to other violations, names, dates, and addresses, such as references to "The Dock" and to "Agent Bruce Williams," which can easily find their way into a set of daily notes, but which are totally irrelevant to the case being reported, are included in the "notes." Thus the competitor is required to exercise care and judgment in making his report. Trials conducted with employees of the commission showed that it was possible to focus this test at the degree of ability desired.

The key used in scoring the test is a detailed one. The points which belong under each heading are listed, as shown in the sample key above. In addition, the numerical values of the different points are recorded with them. Points which competitors might erroneously place under each heading are also listed, together with the penalties to be charged in case of each such error. The key is prefaced by instructions to the effect that deductions are to be made for the omissions of points which should be included, or for the insertions of points which are erroneous.

### IMPROVEMENT OF EXAMINATION FOR STENOGRAPHERS

To improve the technique of selection of stenographers a test has been developed measuring the practical judgment which a stenographer should possess, as well as knowledge of grammar and spelling. This test is to be used in connection with the stenographic tests now in use. It is necessary that stenographic tests select, not persons who are mere machines for taking and transcribing notes, but persons who can handle competently the varied tasks of office work for which there are no fixed rules.

Each year the Federal Government employs approximately 1,300 stenographers, in addition to approximately 1,000 typists. The examinations used in selecting these stenographers include tests on the following subjects:

Spelling.

Copying from plain copy (typing).

Copying from rough draft (typing).

Stenography.

Letter writing.

These tests are designed primarily to measure the extent to which applicants can apply training acquired in business schools. A successful stenographer must be proficient in taking dictation, transcribing notes, typing, and composing letters, and the tests are used for determining this proficiency. Reports from placement officers have indicated, however, that for many of the positions which are filled from these stenographic registers, ability along the lines in which stenographers receive formal training does not insure ability to meet the requirements of the positions to which they are assigned.

It was in response to the demand for more intelligent stenographers that the present study of tests was undertaken. Analysis of the duties of stenographers shows that to be successful they must also possess a satisfactory degree of general intelligence—be able to use judgment in situations for which their training has given them no rule to follow. This is especially true when the position is practically or actually that of secretary. The senior stenographer and the principal stenographer must possess a particularly high degree of judgment and adaptability.

In so far as proficiency in these tasks is indicative of intelligence, general adaptability is measured indirectly by the tests listed above. Scores on the letter-writing test may be particularly indicative of the degree of intelligence which competitors possess. It is not desirable, however, to base a rating of intelligence solely upon this test, since letters can be neither standardized nor scored comparably.

Until now the commission has differentiated between junior and senior stenographers—those qualified to work only under supervision and those qualified to hold more responsible positions—chiefly on the basis of speed and accuracy of taking dictation. The stenography test in the junior examination consists of transcription of matter of average difficulty dictated at 80 words a minute. The senior stenographer is required to transcribe matter of more than average difficulty dictated at 120 words a minute. The test for the principal stenographer is dictated at 140 words a minute.

A survey of stenographic employment in the Government departments showed that the difficulties arising in connection with incompetent stenographers are due not so much to lack of speed or accuracy in taking dictation and transcribing notes as to lack of ability to handle the varied tasks which are peculiar to each stenographic position. The degree of reasoning ability required varies, of course, with the difficulty of the work.

#### THE NEW TEST FORM

In the new test to be added to the battery of stenographic tests the types of items included are judgment, interpretation of written matter, arithmetical reasoning, vocabulary, spelling, and grammar.

To increase the practicability of the items, they are presented in terms of the stenographer's duties. The problem involved in each item is one which she might be required to deal with in her work.

Grammar and spelling items are included in the test, since a knowledge of grammar and of spelling is an important requirement of stenographers. Some of the objections to the work of Government stenographers are due to their deficient knowledge of grammatical usage.

The items presented in the following sample test are typical.

### *Sample Stenographic Test*

Read the statement below and answer the question which follows it:

1. "What are the requirements of a good stenographer? The ability to take dictation and to transcribe notes rapidly and accurately is, of course, essential, but there is another quality which employers prize even more highly. That is the ability to deal competently with unexpected situations in office routine—to use discretion in performing duties which can not be handled according to fixed rules."

To which of the following does the writer of the statement wish to direct your attention? (Write the number of the BEST answer on the line at the right.) (1)The importance of speed and accuracy has been greatly overrated. (2)The competent stenographer must be able to handle all phases of her employer's work. (3)Fixed rules for office workers tend to lower efficiency. (4)No details of a stenographer's work can be done according to set rules. (5)The effectiveness of a stenographer's work depends upon her judgment as well as upon her training.

In the following sentence the word printed in italics is spelled as it sounds when it is dictated. Spell it correctly on the line at the right.

2. This order will *soopursced* the one issued yesterday\_\_\_\_\_

3. Assume that you are asked to report at the office of the president of the firm which employs you and to substitute for his secretary, who has been suddenly called away. On your first day in his office he asks you to make an engagement with Mr. Ward, vice president of the National Bank, for 11 o'clock on the following morning. If you find that Mr. Ward is engaged at that hour, which of the following would be the most satisfactory thing for you to do? (Write the number of the correct answer on the line at the right.) (1)Ask when he will be available and give that information to your employer. (2)Make an engagement for the earliest period available after 11 o'clock. (3)Inform your employer that Mr. Ward can not make the engagement. (4)Ask Mr. Ward's secretary to inform you if she finds that the engagement can be made for the time requested. (5)Request that Mr. Ward get in touch with your employer, so that they can arrange for a convenient hour.

4. Secretaries should bear in mind that proper paragraphing adds greatly to the *clarity* of a letter.

The word *clarity*, used in the above statement, means most nearly (1)accuracy (2)clearness (3)emphasis (4)content (5)dignity\_\_\_\_\_

5. The saying, "Carelessness and failure are twins," means most nearly (1)The person who does his work carelessly harms both his employer and himself. (2)The negligent worker seldom succeeds. (3)There is no excuse for work that is only half done. (4)You can not profit by the efforts of others. (5)He who does his work conscientiously will never know failure.

6. You are supervising the work of 3 girls who are typing cards for a certain file which will contain 5,460 cards. Each of the girls averages 35 correct cards an hour, and they work from 8 to 12 and from 12.30 to 4.30. They have been working on the cards for 2½ days when your employer asks you for an estimate of the number of additional days required to finish the work. What answer should you give him? \_\_\_\_\_



On the line at the right of each of the two items following, write the number of the sentence that is grammatically correct.

7. (1) Our process not only insures a better but also a cheaper finish.  
 (2) Our process insures a better finish together with a cheaper one.  
 (3) Our process insures not only a better finish but also a cheaper one.  
 (4) Our process insures a finish that is as good, as well as cheaper than any other. (5) Not only does our process insure a better finish but also a cheaper one. -----

8. (1) The Worth Co. has engaged John Williams to act as manager of their legal department. (2) The Worth Co. have engaged John Williams to manage the legal department. (3) The Worth Co. have engaged John Williams to be manager of its legal department. (4) The Worth Co. has engaged John Williams as manager of their legal department. (5) The Worth Co. has engaged John Williams to manage its legal department. -----

9. *Feasible* means most nearly (1) capable (2) practicable (3) justifiable (4) beneficial (5) reliable -----

10. The saying, "If you know positively what you are about, your work is half done," means most nearly (1) If you can plan a task you can do it. (2) An optimistic attitude is half of success. (3) Complete understanding of a task is a big part of its accomplishment. (4) By the time your work is half done, you should know what you are about. (5) The attitude of the worker is more important than his skill. -----

11. (Spelling.) The new machine *fassillitayted* production -----

12. (Reading.) "The modern tendency is to eliminate capital letters except in those cases where usage decrees that they are necessary. A typewritten page sprinkled with needless capitals does not present an attractive appearance. Further than this, when capitals are used indiscriminately, their real purpose—that is, to make certain parts stand out—is defeated."

- To which of the following does the writer wish to direct your attention? (1) Such words as *street* and *avenue* should not be capitalized. (2) The use of many capital letters makes typing unnecessarily difficult. (3) Words to be emphasized should be italicized rather than capitalized. (4) The use of small letters is preferable in most cases. (5) A good appearance is the chief essential of a business letter. -----

The question of presenting a separate spelling test and a separate grammar test, in addition to a practical judgment test, was considered. It was found advisable, however, to combine the three into one test. This simplifies test administration, for only one set, instead of three sets of examination papers, need be handled. One time limit suffices, and a single score can be used to indicate the total qualifications apart from actual stenographic ability. This combination, however, permits separate scores for grammar and spelling if they are desired.

The grammar and the spelling items give an indication of present fitness. The other items, types used regularly in our intelligence tests, measure adaptability and thus indicate the competitor's fitness to assume increasing responsibility.

Scores on the new test can be used not only to differentiate between eligible and ineligible competitors; they can also be used to differentiate between junior and senior stenographers.

To raise the standards governing the selection of stenographers, the requirements of speed and accuracy in taking dictation might be increased; persons applying for positions as junior stenographers could be required to take dictation at 90 instead of 80 words a minute, and the requirement for the position of senior stenographer could be raised from 120 to 140 words a minute. It is obviously desirable to secure stenographers who can do their work with a high



degree of speed and accuracy; beyond a certain point, however, to require an increased degree of these qualities is less practical than to require an increased degree of judgment.

The preferable plan for raising standards will be to leave unchanged the requirements as to stenographic proficiency, and to use the test of practical judgment in the experimental program in order to determine the weight to be assigned to this test in combining scores on it with the scores on the battery of tests now in use. For raising the standard required of senior stenographers a more difficult judgment test can be used.<sup>3</sup>

Through the combination of the new test and those now in use we shall be in a position to secure stenographers who possess a high degree of proficiency as well as the judgment necessary to meet the requirements of the position. Our aim is to employ stenographers who can not only fill satisfactorily the positions in which they are being placed, but who can also adapt themselves so effectively to office work as to qualify for more responsible positions.

### STUDY OF APPLICATION BLANKS

Wherever there is employment there is the problem of securing and assembling information concerning those who seek employment. In constructing an application blank to be used in securing this information it is necessary that a careful analysis be made of the requirements of the positions for which it is used. To make such a form as brief and simple as possible is desirable. It must, however, secure all the information essential to meet the requirements of the employment agency and the appointing officer.

The need for the best possible forms for use by the Civil Service Commission may be better realized when it is considered that each year the commission receives over 250,000 applications from persons seeking positions in the Government service. To obtain the required information from such persons is more difficult than would be expected. It is not desirable that the commission automatically eliminate those persons who do not furnish in their applications, as first submitted, the necessary information about themselves. The necessity for returning a great number of applications for completion or correction presents a serious problem.

In an effort to reduce the great amount of work and expense involved in handling these applications and yet to insure maximum functional value of the applications, a research study has been conducted with a view to simplifying and improving the form used in connection with the positions most generally applied for—those of clerks and carriers in the Postal Service. It is intended that the results of that study shall serve as a basis for similar improvements to be made in an application form to be used for the other positions.

An initial step in the study was to determine the percentage of incomplete applications received.

*Of the applications received for the positions of clerk or carrier in the Post Office Department, fewer than 4 per cent are actually complete when first submitted.<sup>4</sup> (84,205 applications for these positions were received during the fiscal year ending June 30, 1927.)* In other words, approximately 96 per cent of the applications are either incomplete or incorrect. To continue to return all these applications until they are correct and complete would involve great delay and almost prohibitive expense. Returning applications involves not only the time

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<sup>3</sup> With the use of a transmutation table, a single judgment test can be used.

<sup>4</sup> District secretaries aided in determining what percentage of blanks had to be returned and the reasons for their being returned.

of indicating to the applicant what must be done but also the time of keeping records as to mailing and as to receipt and the time of re-examination for each of the applications.

Even when applications are returned only to secure the information without which the applicant can not be admitted to examination it is necessary, in a number of districts, to return approximately 50 per cent of the applications received for the positions of clerk and carrier. Some of these applications must be returned twice or even three times before they are complete. *For every 84,000 applications received, more than 50,000 must be returned to the applicants.*

This returning of applications is serious not only because of the expense but because of the frequent delays in the establishing of registers. Since in the interval many of the best qualified applicants accept other positions, this delay decreases the effectiveness of the work of the commission.

The reasons for returning applications have been by no means uniform. However, uniform procedure with regard to the returning of applications for completion or correction is being established.

In conducting this study the aim was to develop a technique by which all questionnaires, particularly application forms, can be so prepared that these forms will be easily understood and will obtain the desired information with a minimum expenditure of time on the part of reviewing clerks, information clerks, the mailing staff of the commission, and all others who handle them.

#### DETERMINING CAUSES OF ERRORS IN APPLICATIONS

A second step in the study of application blanks was to have a count made of the errors in 1,147 applications made on the form used in applying for the positions of post-office clerk or carrier. These were all applications which had to be returned for completion. In order to get typical results, applications received in five different civil-service districts were used in making this count.

A count was also made of the errors on 203 applications that were approved on first receipt. These were taken from the same five districts.

It is interesting to note that not one question out of the total of 168 was answered correctly by all applicants of both groups. Only 12 questions were correctly answered by all of the 203 applicants whose applications could be accepted without further correspondence.

An analysis was made to determine the causes of the errors in filling the blanks. One was that some questions were worded in such a way that they were subject to misinterpretation. For example, one of the questions in the form studied was: "Have you ever been barred from examination by this commission?" This question was answered "Yes" by many applicants who, according to the records of the commission, had never been barred. Correspondence with these applicants disclosed the fact that in most cases their reason for answering affirmatively was that the commission had at some time refused them admission to a certain examination because they were not within the age limits for the position. The question was designed as a check, not on these persons but on those who had been barred from all future examinations because of cheating, misstatements on applications, or other similar offenses.

Another question which was frequently misinterpreted was that having to do with arrest. The question read:

(a) Have you ever been arrested or charged with any offense against law or police regulations; or have you ever forfeited collateral or been convicted on account of any misdemeanor or offense, whether fined, imprisoned, or released? (Answer "Yes" or "No.")

That question, sufficiently involved in itself, was followed by—

(b) Does your answer to (a) above cover all cases therein referred to? (Answer "Yes" or "No.")

It can be seen that where an applicant has deliberately omitted certain cases of arrest he might attempt to defend an affirmative answer to question (b) by construing "therein" to refer to points in answer to question (a).

In order to crowd the large number of questions into a folder of convenient size, a number of questions were combined in one, with the result that important parts were often overlooked by applicants. The following question is an example of this type: "Have you ever been discharged or have you ever resigned any position under compulsion? If so, state when and where you were employed, and give the name and address of your employer and the reason for your discharge or compulsory resignation in each case." Applicants are inclined to avoid answering such formidable questions; they either ignore them entirely or write an unexplained "Yes." To construct a question so that the answer required is lengthy also makes for inaccuracy in answering. Questions requiring such answers were most often answered incompletely.

Some of the questions included in the form for all field positions were not intended for the applicant for the position of postal clerk. Such an applicant might know that it is not strictly essential for him to record the extent of his college education—he could deduce, from a study of the announcement, that a college education is not required for the position and that failure to answer questions concerning it would not be serious. It was only to be expected that he would also assume that he need not answer other questions which did not appear to him to be relevant. Unfortunately, his judgment of which questions are unnecessary was frequently faulty, and his application, in such a case, had to go back to him.

Applicants may feel that the answers to some questions are so obviously negative that there is no need of writing an answer. They consider that they are answering "No" when they leave the answer lines blank. Thus the question, "State whether you now use, or have used, opium, morphine, or other narcotic drug, and if so, to what extent," was often left unanswered. To return applications because of this type of omission tends to cause dissatisfaction among applicants.

The need for conserving space made it necessary, in printing the old forms, to resort to the use of fine print closely spaced. Heavy rules separated the questions, but these rules frequently had the effect of making the questions themselves inconspicuous. These facts undoubtedly account for a number of omissions.

The study has indicated that the above causes, and the additional one of insufficient space in which to write full and complete answers, account for many errors which the revisions in the form will avoid. It is probably impossible to make the form so simple and so clear that it will be filled correctly by all applicants, but it is the purpose of the commission to present all questions so clearly that the number answered incorrectly will be reduced to a minimum.

#### DESIRABLE CONTENT OF THE APPLICATION BLANK

In revising the form used by applicants for the position of postal clerk or carrier, care is being taken to eliminate all questions which do not bring out information that is either essential for compliance with the law and for making an intelligent selection of qualified applicants or of real value to the appointing officers in the various Government departments. Already as a result of this

study it has been found possible to eliminate many of the questions included in the form studied. The following information is considered essential, and questions which would bring it out are being included in the revised form.

1. The information necessary in order to identify the applicant. This includes his name, address, and telephone number. For purposes of identification the commission also secures the applicant's photograph and fingerprints, but his photograph is presented when he appears for examination and the fingerprints are taken as a part of the physical examination.

2. The information necessary in order to comply with the various laws regulating the civil service. This includes information regarding the applicant's citizenship, because only persons born in this country, or those who have become naturalized citizens, may be admitted to a civil-service examination. It includes information regarding relatives in the Federal service, because not more than two members of the same immediate family may be employed in Federal service. It includes information regarding the applicant's military service, because those honorably discharged from such service are entitled to certain preference and those receiving compensation or pension because of disability are entitled to additional preference.

3. The information necessary in order to determine the applicant's fitness for the position. This includes information regarding his ability to meet such requirements of the position as age, height, and weight. It also includes information which will guide the commission in determining the applicant's moral fitness. The person intrusted with the handling of United States mail must be trustworthy and reliable. References are required, and the applicant is asked to state under oath whether he has ever been arrested, whether he has ever been discharged from any position, and whether he has been dishonorably discharged from the Army or the Navy.

4. Information which may be of value to the appointing officer when he makes his selection from among the three applicants having the highest ratings. Although there are no experience or educational requirements for clerk-carriers, such matters as previous experience and amount of schooling might, in the case of applicants of approximately equal ability, give a basis for making the wisest selection.

#### PRESENTATION OF SUBJECT MATTER

Attention is also being directed to the presentation of questions and their arrangement on the application blank. Each of the questions refers to a single specific point. They are worded as clearly and concisely as possible, in order to permit only one interpretation. They are phrased so as to require brief, direct answers—a simple "Yes" or "No"—wherever possible. Under each answer line are placed specific instructions as to how to answer that question: as, "Write first name, middle initial, last name," or "Write 'Yes' or 'No.'"

The questions are arranged in two parallel columns, with answer lines at the right edge of each column. This arrangement will make it practically impossible for an applicant to overlook any question.

The type selected for printing is to be large and easily readable, and the legibility of the questions will be further increased by the omission of the heavy rules which were previously used to separate questions on the form.

A further saving in the commission's time is expected through a reduction in the number of applicants who fail to qualify physically or in some other way and who must therefore be refused admission to the examination. The requirements of the positions are at present printed in the announcement of the examination, but many persons apply for the position without having seen, or at least



without having read, the announcement. In the revised form these restrictions will be printed in large type on the back of the application form with the conspicuous heading "DO NOT APPLY if you —"

Simple and clear directions for filling out and submitting the form will also be printed on the back of the application.

#### SUMMARY

The study has indicated that the effectiveness of the application blank under consideration is increased in the following respects:

Subject matter is reduced to essentials.

Some questions are so reworded as to avoid misinterpretation.

The presenting of two or more questions in one is avoided, and questions are so simplified as to insure their being answered fully.

Questions are made more legible by improving the spacing and the size of type.

The necessity of expressing an answer to each question is emphasized.

The allowance of sufficient space for answers helps to prevent omissions of answers.

The arrangement of answer lines helps to prevent omissions of answers.

The arrangement of answer lines simplifies reviewing of answers.

General prerequisites for the postal positions for which this blank is planned are made so conspicuous as to reduce the number of useless applications.

Improvement in the application blank means reduction of the delays in establishing registers, and therefore reduction in the expense which the commission must bear. At the same time, it means that records can go to the appointing officer more quickly, that fewer eligibles will go to other employment, and that there will be less delay and correspondingly less dissatisfaction among all competitors.

### COOPERATION WITH INDUSTRIES, UNIVERSITIES, AND ENGINEERING SOCIETY

#### (DEVELOPING TECHNIQUE IN TESTING ENGINEERS)

During the past year the commission has extended its research in methods of selecting engineers. In the present program the Society for the Promotion of Engineering Education, engineers connected with various universities, engineers from the Western Electric Company, and the commission are cooperating. For the present the program is being confined to the single field of electrical engineering. There is economy of effort in so limiting the scope of our initial work, inasmuch as energy may be devoted more to discovering the principles underlying the employment methods than merely to extending the field in which objective methods are applied. The principles in one field are more or less fundamental in all similar fields.

The program involves the construction of measures so designed as to determine the extent to which an individual possesses engineering information, as well as his ability to make practical application of that information. The tests developed are to be tried by students of leading engineering universities. An evaluation of education, training, and experience will be attempted on an objective basis.

Before any valid conclusions may be drawn as to the relative worth of test scores, school grades, and experience, we must be certain that methods of determining and evaluating each are as valid as they can be made. In proportion to the immensity of the task, very little research has been devoted to methods of measuring professional ability.



Written tests can be much improved by determination and application of correct principles. Examinations for technical positions, if they are to be thorough, are necessarily time consuming, but an effort is being made to reduce the time to the minimum necessary for a reasonably satisfactory exhibition of ability. Examination items should be capable of being answered briefly and satisfactorily, without unnecessary explanations. In other words, the questions should elicit data expressing engineering ability solely, and should avoid such details as would not distinguish between good and mediocre engineers. Answers in many problems are confined to the selection of the most important factors involved. Arithmetical solutions which can be done equally as well by an average clerk as by the best engineer are eliminated. In making questions it is necessary to avoid unimportant phases of important problems.

The analysis which will be made of the records of these tests will make it possible to determine the types of examinations which should be given in the selection of engineers. It will also be possible to determine the relative importance to attach to knowledge of engineering principles and to ability to apply this knowledge.

Such a battery of objective records will enable us to determine the extent to which theory and application are stressed by different universities. Thus the commission may know what may reasonably be expected of an engineering graduate who has had no experience. We shall thus be able to make a better balanced examination, definitely related to what may be expected on the basis of instruction given.

The inclusion of a number of representative engineering schools in the final survey will furnish data valuable in recruiting applicants for the Government service. At present the commission finds it difficult to ascertain whether or not it is getting a fair proportion of the better talent available among the members of the profession. The present study will enable the commission to know, for any passing score set in its examination, what percentage of fair, average, and excellent graduates will be able to pass, and how applicants compare with the profession as a whole.

Many of the junior engineers appointed to the Federal service are recent graduates with little or no experience. If we have data showing the relative number of graduates of each degree of ability, our standards of selection can be set so that we will secure a reasonable percentage of excellent engineers.

This study is important in that it makes possible the pooling of the judgments of schools, industries, and the Civil Service Commission with regard to the best form and subject matter for tests and the relative merits of tests, school grades, and experience as bases of selection. As a result of this contact, opportunities within the Federal service will be more widely recognized and the better qualified engineering graduates will be attracted to Government positions.

Respectfully submitted.

L. J. O'ROURKE,  
*Director of Personnel Research.*

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# APPENDIX

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# HISTORICAL REGISTER OF THE UNITED STATES CIVIL SERVICE COMMISSION

## COMMISSIONERS

WILLIAM C. DEMING, *President, Wyoming.*

GEORGE R. WALES, *Vermont.*

MISS JESSIE DELL, *Georgia.*

HOWARD A. EDSON, *Chief Examiner.*

JOHN T. DOYLE, *Secretary.*

*List of commissioners, chief examiners, and secretaries since 1883*

Name	Whence appointed	Date of oath of office	Date of retirement
COMMISSIONERS			
Dorman B. Eaton	New York	Mar. 9, 1883	Resigned Apr. 17, 1886.
John M. Gregory	Illinois	do	Resigned Nov. 9, 1885.
Leroy D. Thoman	Ohio	do	Do.
William L. Trenholm	South Carolina	Nov. 9, 1885	Resigned Apr. 17, 1886.
Alfred P. Edgerton	Indiana	do	Removed Feb. 9, 1889.
John H. Oberly	Illinois	Apr. 17, 1886	Resigned Oct. 10, 1888.
Charles Lyman	Connecticut	do	Resigned May 24, 1895.
Hugh S. Thompson	South Carolina	May 9, 1889	Resigned June 23, 1892.
Theodore Roosevelt	New York	May 13, 1889	Resigned May 5, 1895.
George D. Johnston	Louisiana	July 14, 1892	Removed Nov. 28, 1893.
John R. Proctor	Kentucky	Dec. 2, 1893	Died Dec. 12, 1903.
William Gorham Rice	New York	May 16, 1895	Resigned Jan. 19, 1898.
John B. Harlow	Missouri	May 25, 1895	Resigned Nov. 14, 1901.
Mark S. Brewer	Michigan	Jan. 19, 1898	Died Mar. 18, 1901.
William A. Rodenberg	Illinois	Mar. 25, 1901	Resigned Mar. 31, 1902.
William Dudley Foulke	Indiana	Nov. 15, 1901	Resigned Apr. 30, 1903.
James Rudolph Garfield	Ohio	Apr. 24, 1902	Resigned Feb. 25, 1903.
Alford W. Cooley	New York	June 18, 1903	Resigned Nov. 6, 1906.
Henry F. Greene	Minnesota	June 20, 1903	Resigned Apr. 30, 1909.
John C. Black	Illinois	Jan. 16, 1904	Resigned June 10, 1913.
John A. McIlhenny	Louisiana	Nov. 30, 1906	Resigned Feb. 28, 1919.
James T. Williams, jr.	North Carolina	May 5, 1909	Resigned May 25, 1909.
William S. Washburn	New York	May 26, 1909	Resigned June 30, 1913.
Charles M. Galloway	South Carolina	June 20, 1913	Resigned Sept. 7, 1919.
Hermion W. Craven	Washington	July 3, 1913	Resigned Mar. 16, 1919.
Martin A. Morrison	Indiana	Mar. 13, 1919	Resigned July 14, 1921.
George R. Wales <sup>1</sup>	Vermont	Mar. 17, 1919	
Mrs. Helen H. Gardener	District of Columbia	Apr. 13, 1920	Died July 26, 1925.
John H. Bartlett	New Hampshire	July 15, 1921	Resigned Mar. 12, 1922.
William C. Deming	Wyoming	Mar. 31, 1923	
Miss Jessie Dell	Georgia	Sept. 18, 1925	
CHIEF EXAMINERS			
Charles Lyman <sup>2</sup>	Connecticut	May 11, 1883	Apr. 17, 1886. <sup>2</sup>
William H. Webster	do	Aug. 28, 1886	Died Mar. 23, 1896.
A. Ralph Serven	New York	June 8, 1896	Resigned June 7, 1903.
Frank M. Kiggins	Tennessee	June 8, 1903	Died Oct. 26, 1908.
George R. Wales <sup>2</sup>	Vermont	Dec. 16, 1908	Resigned Mar. 16, 1919. <sup>2</sup>
Herbert A. Filer <sup>3</sup>	Maryland	May 25, 1920	Died Feb. 10, 1927.
Fay C. Brown	Iowa	Mar. 14, 1927	Resigned Mar. 16, 1927.
Howard A. Edson	District of Columbia	Mar. 21, 1927	
SECRETARIES			
William S. Roulhac	North Carolina	June 11, 1883	Died Apr. 17, 1884.
Robert D. Graham	do	Apr. 25, 1884	Resigned Sept. 15, 1886.
John T. Doyle <sup>4</sup>	New York	Sept. 15, 1886	

<sup>1</sup> Mr. Wales when appointed by the President as commissioner had served on the force of the commission for 14 years as clerk, examiner, law clerk, chief of division, and assistant chief examiner, and 10 years as chief examiner.

<sup>2</sup> Appointed commissioner.

<sup>3</sup> Mr. Filer when appointed by the President had been on the force of the commission for 22 years as clerk and examiner.

<sup>4</sup> Mr. Doyle was appointed stenographer to the commission Mar. 9, 1883, and promoted upon appointment by the President from that position to secretary.

## VIEWS OF HEADS OF DEPARTMENTS AND OTHERS

[From volume issued by National Federation of Federal Employees, relating to duties performed by Federal employees]

Frank B. Kellogg, Secretary of State:

When one like myself takes charge for the first time of a department such as the Department of State dealing as it does with a multitude of problems of a very complex nature, many of them arising unexpectedly and touching the interests of many other nations, and affecting vitally those of our own country, he is bound to wonder whether he will find in the organization which it becomes his duty to administer, not merely a willingness to do the day's work well, but the requisite degree of efficiency and the unswerving loyalty which the character of the new responsibility makes desirable, if not imperative. No head of a department can do justice to the Government or to himself without assistants possessing these qualities. It is the source of intense satisfaction to me after an experience of more than two years as Secretary of State to be able to say that I have found these qualities to a marked degree possessed by the officers and employees of the Department of State. They have shown themselves to be not only industrious and efficient, but imbued with a loyalty to the Government and to me which I should not expect to see excelled in any organization. It has astonished me, as I should presume many of my colleagues in the Cabinet have been astonished, to find how great are the responsibilities assumed and how high is the quality of work being done by many members of the department who are compensated by salaries which in the commercial world would appear absurd for service of a like character. Obviously, the men and women who in these circumstances devote their lives to the service of the Government find their real compensation not the amount of money they receive, but the spiritual satisfaction which results from devoting their intelligence and energy to the successful solution of the problems of Government and to lifting to a higher plane the quality of the work done in the public service. It is difficult to imagine that any commercial organization could command a similar spirit of service.

Andrew W. Mellon, Secretary of the Treasury:

Too little is known by the country at large of the loyalty and efficiency of that great body of men and women who carry on the business of the Federal Government. In the six years that I have been in Washington I have learned to have the greatest respect not only for their honesty and ability, but for their willingness to give the Government the benefit of services which often would command much higher salaries in the business world.

I am particularly proud of the Treasury organization. That organization, since the very beginning, has had a tradition of loyalty to the Treasury which has welded together all its varied activities; and I can not let this opportunity pass without expressing my pride in the Treasury organization and my thanks for the loyal cooperation and support which it has always given me. Without that cooperation and support, it would be impossible to accomplish anything of value to the country.



Dwight F. Davis, Secretary of War:

I find that Secretaries of War, and Army officers serving as heads of bureaus of the War Department, have frequently expressed high appreciation of the value of the services rendered by the civilian employees of the War Department. During the four years that I have been connected with the War Department I have learned that its civilian force is entitled to a high measure of commendation. I consider that they rank among the highest for honesty, zeal, and ability, and for willingness to give the Government the best of their energies.

The work of the civilian personnel is marked by loyalty, industry, and efficiency, high in the average, and in many cases exceptional, and they deserve to share in the credit attaching to the successful functioning of the War Department.

Harry S. New, Postmaster General:

As to the knowledge of the public regarding their work, the postal employees are more favorably situated than other Government workers. There is a daily business contact with the post office and its employees and with the Railway Mail Service. Even so I have sometimes thought that this close-up view tends, in a measure, to the popular acceptance of the service as a matter of course and prevents a better appreciation of the wonderful organization conducting it and the punctilious efficiency of its army of employees and their supervisors and officers.

The service of the postal employee is unique. It brooks no delay; it can not be postponed until to-morrow; it is essentially a service of to-day for each day; the mails must be handled, transported, and delivered. On this regularity and certainty the business of the country depends and social intercourse waits. It makes the Nation one community with common thoughts and aspirations and attainments.

The exceptional and unexpected attracts notice and therefore because of this regularity and certainty it is necessary from time to time to remind the patrons of the Postal Service of its faithful and efficient employees who carry it on. Furthermore, it is not an automatic service that once being set runs itself. Every day brings its varying and new problems requiring the closest attention and supervision of the officers from those in the department down through every branch of operation.

It is a common tradition in the service that loyalty to it has ever been a first consideration with the worker. In my connection as Postmaster General with the service I have been impressed with this truth. The service has a tremendous appeal to its employees, something like the love of country to all, and so there is added to efficiency that element of faithfulness which raises it from labor to a pleasure in the doing and accomplishing.

Curtis D. Wilbur, Secretary of the Navy:

The Navy Department, from its central headquarters in Washington, exercises complete control over the operation of its field establishments, consisting of industrial navy yards prosecuting both ship building and repair, fleet supply stations, radio stations, hospitals, training camps and stations, ordnance and armor plants, powder manufacturing plants, inspection offices at private manufacturing plants performing work for the Navy, submarine bases, radio-compass stations, naval air stations, and innumerable other activities extending over the entire world. This centralized control involves the direction of the officers in the field in all matters per-

taining to the building of ships, repairs, and alterations to the vessels in the Navy, construction of dry docks, buildings, piers, and other shore facilities for fleet construction, repair, and maintenance; the procurement of supplies required for the foregoing; the disbursement of all funds for the Naval Establishments and the preparation of detailed statistical reports for the use of the department, the Bureau of the Budget, and Congress as to the application of funds which have been appropriated for the Naval Establishment. This wide range of activities requires the employment of civil personnel possessing a great diversity of qualifications, covering almost the entire range of civilian employments. The civilian employees are a material factor in the efficient operation of the Naval Establishment. Their loyal interest and service aid to a marked degree general naval administration.

Hubert Work, Secretary of the Interior :

The scope of this department's activities, as you know, extends from Florida to Alaska and from Maine to Hawaii, including the conservation and use of natural resources, care of Indians and Alaskan natives, dissemination of education, and the carrying on of many constructive and eleemosynary activities.

The efficient and economical way in which the work of the department is carried on is largely due to its loyal and efficient employees.

William M. Jardine, Secretary of Agriculture :

The work of the Department of Agriculture vitally affects the welfare and prosperity of every citizen. No one is so isolated that he can properly afford to be disinterested in these activities and the staff of somewhat more than 20,000 men and women who are carrying them on. They are in every State in the Union, in the Territories of Alaska and Hawaii, in Porto Rico, Guam, and in the Virgin Islands, in Europe and in the Orient. Practically all are under the classified civil service. Ability and special training are called for in a high degree in order that they may render the character of service which the public has come to expect from the department.

It goes without saying that a department is no better than those who make up its personnel. I have found Federal employees on the whole to be sincere, capable workers who cheerfully devote themselves to the task at hand. Since I have been here I have been glad to find that the members of this department are accustomed to regard the department as an organization supported by public funds, not for the purpose of merely keeping in motion certain machinery of government but for the larger purpose of returning to the public as dividends on its investment definite constructive results that can not possibly be accomplished by anything less than the very best service of which its members are capable, both individually and collectively.

We could not render the type of service to which the public is entitled if the matter ended with the responsibility of the employee. The department, as an organization, carries a responsibility of equal importance. That consists, as I conceive it, of an obligation on its part to maintain employment conditions that are the best that circumstances permit, taking into account the needs of our varied services, and to deal fairly and frankly in all matters with each of the individuals who make up this membership. It is my aim that the administration of the Department of Agriculture shall at all times be on this basis.

Herbert Hoover, Secretary of Commerce:

I am glad of the opportunity to say something as to the character of the great body of Federal employees in this department. In a multitude of different activities embracing practically every profession and every trade, they show a fidelity, loyalty, and ability in public interest of the highest order.

It is my belief that their probity and honesty will rank higher than a similar body of employees in private enterprise, and that is indeed a high level to have attained.

James J. Davis, Secretary of Labor:

Our people are too little acquainted with their greatest business of all, the activities of their Government, and your book should serve an important purpose in spreading needed information.

You desire my views in regard to the quality of service rendered by Federal employees in the Department of Labor. I can answer that during the six years of my incumbency as Secretary of Labor I have found our organization fully up to any similar body of Americans assembled to perform a desired service. All such bodies of workers will have the occasional individual whose sense of duty and service leaves something to be desired, or whose interests are centered on matters other than their work. It is also true that no organization can function up to standard without sound management and supervision at the top. Now, however, I think it true to say that those of us charged with the responsibility of directing the Department of Labor have about us a body of Federal workers whole-heartedly devoted to the aims of the department.

The early years of the department were largely formative and subject to experiment. Now we have served together a sufficient time for each individual worker to have learned his special duties, with the efforts of all united in the single purpose of serving the public. I find the department forces in a fine spirit of cooperation and fellowship. Animated by this spirit of good will, the Federal employees working with me, I find, efficient and conscientious in a high degree. Above all, they seem filled with a genuine sense of service to their country.

I know that this same excellent state of affairs prevails in the other departments, and the public may rest assured that as a whole the Federal employees intrusted with the details of the Nation's official business are acquitting themselves in a manner to merit approval.

Frank T. Hines, Director of the Veterans' Bureau:

I am glad to go on record in acknowledgment of the faithful and loyal service which has been rendered to the Government and to me as director of this bureau, by the employees comprising the personnel of this organization.

Charged with the responsibility of administering all forms of governmental relief to veterans of the World War, the Veterans' Bureau requires service that is not only intelligent and efficient, but imbued with a sympathetic and personal interest in every case handled, in order that the spirit as well as the letter of the law may be manifested, and I am proud to say that in no emergency calling for extra effort, overtime work, and even at times personal sacrifices, have I found the employees of the Veterans' Bureau lacking or unresponsive.

J. R. McCarl, Comptroller General of the United States:

One of the most important factors in the success of any activity of the Government is its civil personnel. Not only must the individuals be selected with the greatest care, and with a view to special qualifications and fitness for the positions to be filled, but, in order properly to fill such positions, the personnel must constantly be alert and informed as to matters bearing on the complicated Federal problems with which they deal, if the interests of the Government—the greatest business organization in the world—are to be adequately protected and its business promptly dispatched. It follows that the remuneration and advantages of such positions should, as far as possible, be commensurate to and keep pace with corresponding positions in the outside world. Any salary that is normally paid to a truly efficient Federal employee is but an infinitesimal item in expenditures when compared with the potential saving in such expenditures that results from such efficiency, or, on the other hand, with the increase in such expenditures that may result through an insufficiently equipped employee. A truly efficient Federal employee is, therefore, a valuable Government asset, and an organization which aids the civil personnel of the Government in the acquirement and maintenance of true efficiency—as I believe is the purpose of your federation—is aiding the Government itself.

H. M. Lord, Director of the Budget:

The success of any business organization is measured by the way it functions. This goes directly to the matter of personnel. Probably to a greater extent than private business is the business of the Federal Government—the greatest business in the world—dependent upon its entire personnel.

I can speak for the efficiency of the personnel of the Federal Government, for I am naturally conversant with their collective product. That product is second to none, which speaks volumes for the efficiency of the Federal personnel. It shows an appreciation of the privilege of serving the people of this Nation, which carries with it the essential understanding of cooperative effort—working together for the accomplishment of a common cause.



## RETENTION BEYOND RETIREMENT AGE

Statistics pertaining to retirements and refunds of deductions will be found in reports of the Commissioner of Pensions, but those relative to continuances are entirely within the province of the commission.

*Continuances in service beyond retirement age under the act of May 22, 1920,  
as amended July 3, 1920, by fiscal years*

	1921	1922	1923	1924	1925	1926	1927	1928	Total
Number of first continuances approved.....	2,965	862	905	895	1,055	1,077	1,771	1,388	10,918
Number of second continuances approved.....		118	901	553	581	529	589	744	4,015
Number of third continuances approved.....					432	314	332	354	1,432
Number of fourth continuances approved.....						119	160	157	436
Number of fifth continuances approved.....								41	41
Total number approved.....	2,965	980	1,806	1,448	2,068	2,039	2,852	2,684	16,842
Number of requests disapproved.....	14	8	3	3	1	6	30	2	67
Terminations by death of those continued.....	74	70	63	52	44	74	57	64	498
Terminations otherwise of those continued.....	376	622	1,059	446	454	401	444	501	4,303
Total terminations.....	450	692	1,122	498	498	475	501	565	4,801
Employees retired for age.....	6,186	1,166	1,875	1,529	1,482	1,266	1,904	1,738	17,146
Total employees retired for age plus number of continuances.....	9,151	2,146	3,681	2,977	3,550	3,305	4,756	4,422	33,988
Per cent of continuances of those of or beyond retirement age.....	32.40	45.67	49.06	48.64	58.25	61.69	59.97	60.70	-----
Number serving beyond retirement age.....	2,515	2,685	2,468	2,865	3,422	4,024	5,294	6,117	-----

Continuances beyond retirement age are authorized in 2-year periods. At the end of the 2-year period an employee must be again continued or dropped. The second and third continuances swell the figures in the table for 1923 and 1925; and the provision in the amendatory act of July 3, 1926, that employees shall be continued "as of course" if they are fit and desire to remain, swelled the numbers continued in 1927 and 1928. The services of 498, or 4.56 per cent, of the 10,918 who were continued, terminated by death. The services of 4,303, or 39.4 per cent, terminated otherwise, leaving 6,117, or 56.03 per cent, still in the service.

The whole number of employees subject to retirement is approximately 395,000. The number of employees serving under continuance is 6,117, or 1½ per cent of the whole number of employees. Those under continuance are beyond 62, 65, or 70 years of age.



## PRESIDENTIAL POSTMASTERS

On July 1, 1928, there were 49,944 post offices, 34,253 of which were fourth class appointed by the Postmaster General and subject to the civil-service rules. The remaining 15,691 were outside the civil-service rules, being subject to appointment by the President and confirmation by the Senate; 1,154 were of the first class, paying a salary of \$3,200 per annum or more; 3,472 were of the second class, paying a salary of from \$2,400 to \$3,100; and 11,065 were of the third class, paying a salary from \$1,100 to \$2,300.

Between the date of the issuance of the President's order of May 10, 1921, and July 1, 1928, 19,470 examinations were requested under the order, 1,044 of which were for the first class, 3,791 for the second class, and 14,635 for the third class. The commission has reported to the Post Office Department the results of 1,025 examinations for postmasters at first-class offices, 3,739 examinations for second-class offices, and 14,454 examinations for third-class offices.

During the same period the Post Office Department reported 16,643 nominations for appointment as the result of examinations, 947 being for first-class offices, 3,391 for second-class offices, and 12,305 for third-class offices. Of the total number nominated, 2,983 were ex-service men.

Postmasters appointed by promotion during the period mentioned numbered 78 for the first class, 122 for the second class, and 3,211 for the third class. Most of the promotions in the third class were the result of the retention of postmasters who were serving when the offices were advanced from the fourth class.

Postmasters reappointed during the period mentioned number 766 for the first class, 2,271 for the second class, and 7,281 for the third class.

Of the 15,691 presidential postmasters, 6,331 had previous employment in the Postal Service.

The following statement shows the number and causes of vacancies in the presidential class reported for the year ended June 30, 1928; also the number of post offices for which eligibles were supplied through examinations, and the number of promotions:

Number of vacancies of postmasters reported at first-class offices:	
Resignations.....	10
Removals.....	6
Deaths.....	14
Expiration of commissions.....	21
Total.....	51
Number of post offices for which eligibles were supplied.....	
Number of promotions authorized.....	
Number of vacancies of postmasters reported at second-class offices:	
Resignations.....	38
Removals.....	29
Deaths.....	33
Expiration of commissions.....	104
Advanced to presidential class.....	1
Total.....	205

Number of post offices for which eligibles were supplied.....	212
Number of promotions authorized.....	7
<hr/>	
Number of vacancies of postmasters reported at third-class offices:	
Resignations.....	184
Removals.....	110
Deaths.....	90
Expiration of commissions.....	191
Advanced to the presidential class.....	57
Total.....	632
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Number of post offices for which eligibles were supplied.....	693
Number of post offices receiving authority for promotion of postmasters to the third class.....	3

#### FOURTH-CLASS POSTMASTERS

During the year ended June 30, 1928, the department reported 1,417 vacancies of postmasters of the fourth class at offices paying as much as \$500 per annum, 1,036 of which were caused by resignation, 202 by removal, 161 by death, 11 by declination of persons to accept appointment, and 7 by relegation of the office from the third to the fourth class. There were 933 persons reported as appointed—417 women and 516 men, of whom 135 were ex-service men.

Appointments of postmasters at offices having an annual compensation of less than \$500 are made upon the reports of post-office inspectors detailed to obtain information as to their suitability. A copy of the inspector's report in each case is forwarded by the Post Office Department for review and approval by the commission. During the year 3,010 such appointments were reported, 1,851 being males and 1,159 females. Of these appointments 358 were at newly established offices, 2,109 were to fill vacancies caused by resignation, 248 by removal, 271 by death, and 24 by declination of appointments by persons selected.

The following table shows the number of vacancies of postmasters reported during the year in fourth-class offices including those paying a minimum salary of \$500 per annum and those paying less, the number of certifications issued, the number of appointments, and the number of separations:

Vacancies reported at offices paying a minimum of \$500 per annum:

Resignations.....	1, 036
Removals.....	202
Deaths.....	161
Declinations.....	11
Relegated from third class.....	7
Total.....	1, 417
Certifications issued.....	1, 264
Minus certificates returned unused.....	162
	1, 102
Cases authorized to be referred to post-office inspectors, 2 examinations being announced without satisfactory results.....	314
<hr/>	
Appointments reported:	
Male.....	516
Female.....	417
Total.....	933

Separations and appointments reported as at offices paying less than \$500 per annum: <sup>1</sup>

Resignations.....	2, 109
Removals.....	248
Deaths.....	271
New offices.....	358
Declinations.....	24
Total.....	<u>3, 010</u>

Appointments:

Male.....	1, 851
Female.....	1, 159
Total.....	<u>3, 010</u>

### RURAL CARRIER SERVICE

On June 30, 1928, the number of rural routes in operation was 44,288, service being rendered by 44,168 carriers. During the year ended June 30, 1928, there were 1,163 appointments, of which 905 were made through examination, 32 by reinstatement, and 226 by transfer from other branches of the service. Women received 15 of the appointments made through examination. Of the total number of appointees 436 were granted military preference.

During the year the declinations of appointment numbered 37, resignations 331, deaths 267, removals for cause 179, separations without prejudice 27, separations by transfer 121, separations during probation 3, and discontinuances under the provisions of the retirement act 406, making a total of 1,371 separations. The department also reported the establishment of 142 new routes.

Of the number of routes upon which vacancies occurred, 584 were discontinued.

The following table shows the appointments of rural carriers during the year ended June 30, 1928:

Appointed through examination:

Males.....	890
Females.....	15
Total.....	<u>905</u>

Reinstatements:

Males.....	32
Females.....	0
Total.....	<u>32</u>

Transfers:

Males.....	226
Females.....	0
Total.....	<u>226</u>

Grand total..... 1, 163

Of those appointed 436 were granted military preference.

<sup>1</sup> This item includes offices paying more than \$500 per annum which were authorized to be referred to post-office inspectors as noted above.

## EXECUTIVE ORDERS

### GENERAL ORDERS AMENDING THE CIVIL-SERVICE RULES

#### AMENDMENT OF RULE II, PARAGRAPH 6, RELATING TO CLASSIFICATION

October 26, 1927.

Civil-service Rule II, paragraph 6, is hereby amended to read as follows, by the addition at the end thereof of the words underscored:

6. Except as provided in section 7 of this rule, a person holding a position when it becomes classified and subject to competitive examination shall have all the rights which he would acquire if appointed thereto upon examination under these rules, but he shall not be transferred without first passing the examination provided by the commission; and no person shall acquire any rights hereunder unless the Civil Service Commission is satisfied that he was not appointed for the purpose of acquiring such rights.

#### AMENDMENT OF RULE VII, SECTION 2, REVOCATION OF SECTION 6 OF RULE XI, AND PLACING POSITION OF OPERATOR IN THE GENERAL ACCOUNTING OFFICE IN THE APPORTIONED SERVICE

August 14, 1928.

Civil-service Rule VII, section 2, is hereby amended by striking out the fifth paragraph, which reads as follows:

In the General Accounting Office: Operative for the audit of accounts and vouchers of the Postal Service by means of labor-saving devices.

Section 6 of Rule XI, restricting transfers and promotions of operatives in the General Accounting Office, is hereby revoked.

These amendments have the effect of placing in the apportioned service the position of operator in the General Accounting Office.

### ORDERS AMENDING SCHEDULE A

#### REVOKING EXECUTIVE ORDER OF JANUARY 24, 1918, RELATIVE TO EXEMPTION FROM EXAMINATION OF CERTAIN CIVILIAN EMPLOYEES IN ARMY HOSPITALS

November 5, 1927.

The Executive order of January 24, 1918, excepting from the operation of the civil-service rules civilians employed for the proper care of sick officers and soldiers in Army hospitals is hereby revoked.

Schedule A, Section IV, of the civil-service rules is amended by the addition of the following paragraph:

16. Artificial-limb makers; attendants, nurses' quarters; bath attendants; brace makers; cooks; cooks, nurses' quarters; housekeepers; kitchen helpers; masseurs; male and female nurses, not including the Army Nurse Corps (female); student nurses; junior dietitians; junior reconstruction aides; dietitians; reconstruction aides; ward attendants; and other employees at Army hospitals directly engaged in caring for the sick. Hospital employees in the Philippine and Hawaiian Departments, and in Porto Rico. Hospital employees and sanitary laborers, including masons, mechanics, and mosquito catchers on the Canal Zone.

Appointments to the following and other similar positions at Army hospitals will hereafter be made in accordance with the civil service act and rules:

Bookkeepers; carpenters; carpenters' helpers; clerks; curative workshop instructors; dental hygienists; dental mechanics; electricians; gardeners; laborers; librarians; mechanics; packers; painters; seamstresses; watchmen.

Unclassified laborers will be appointed under the labor regulations in case they have been extended to cities where the hospitals are located.

EXCEPTING FROM EXAMINATION MESSENGER BOYS EMPLOYED BY THE WASHINGTON-ALASKA MILITARY CABLE AND TELEGRAPH SYSTEM

March 3, 1928.

Schedule A, Subdivision IV, War Department, positions excepted from examination under the civil-service rules, is hereby amended by the addition of the following paragraph, to be numbered 17:

17. Messenger boys employed by the Washington-Alaska military cable and telegraph system.

EXCEPTING FROM EXAMINATION CONSULTING GEOLOGISTS, DEPARTMENT OF THE INTERIOR

June 18, 1928.

Schedule A, Subdivision VIII, Department of the Interior, paragraph 12, which excepts from examination under the civil-service rules consulting engineers and economists on reclamation work in agriculture, is hereby amended to include consulting geologists. As amended the paragraph will read as follows:

12. Consulting engineers, geologists, and economists on reclamation work in agriculture.

PERMITTING APPOINTMENTS TO CLERICAL POSITIONS ON THE ISTHMUS OF PANAMA PAYING NOT MORE THAN \$100 IN GOLD PER MONTH TO BE MADE WITHOUT EXAMINATION

July 6, 1928.

Schedule A, Subdivision I, paragraph 15, permitting appointments to clerical positions on the Isthmus of Panama paying not more than \$80 in gold per month to be made without examination under the civil-service rules, is hereby amended to read as follows:

15. All officers and employees in the Federal service upon the Isthmus of Panama, except those who are to perform the duties of clerk, book-keeper, stenographer, typewriter, surgeon, physician, trained nurse, or draftsman. Appointments to clerical positions on the Isthmus of Panama paying not more than \$100 in gold per month may be made without examination under the civil-service rules.

CERTAIN POSITIONS IN THE INDIAN FIELD SERVICE PLACED WITHIN THE COMPETITIVE CLASS

August 14, 1928.

Schedule A of the civil-service rules, Subdivision VIII, Interior Department, paragraph 5, excepting certain positions in the Indian Service from examination, is amended to read:

5. Indians employed in the Indian field service as disciplinarian and in minor positions such as judge, chief of police, police private, interpreter, assistant, and weaver.

Paragraphs 18 and 19, Subdivision VIII, of Schedule A, are revoked.

Paragraph 1, Subdivision I, of Schedule B, is revoked.

Those Indians now in the service under the provisions of the paragraphs which are hereby amended or revoked whose positions are not covered by paragraph 5, Subdivision VIII, Schedule A, as amended, may, upon certification by the department that they are efficient, be treated as classified. Indians separated without delinquency or misconduct from competitive positions may be reinstated in the Indian field service without time limit when the commission and the department are in agreement that such reinstatement would be in the interest of the service.

Indians in the Indian field service who have qualified through second-grade clerical examinations and have demonstrated their ability to perform first-grade duties satisfactorily may, upon certification of the department that they are efficient, be given an unrestricted first-grade clerical status. Such Indians formerly employed may, upon certification by the department that they have demonstrated ability to satisfactorily perform first-grade clerical duties, be reinstated to first-grade clerical positions.

Hereafter no Indian shall be appointed to a classified position unless reached for certification upon competitive examination, except as herein provided, but



Indians shall be preferred in certification for appointment to positions in the Indian field service when the department shall so request. To facilitate such preference, the commission shall maintain in the central office a roster of all Indian eligibles, from which roster certification shall be made, upon request by the department, in the order of their ratings.

#### ORDER RELATING TO THE RETIREMENT ACT OF JULY 3, 1926

EXCLUSION FROM THE OPERATION OF THE ACT OF GARMENT MAKERS (BUNDLE HANDS) EMPLOYED BY THE NAVAL CLOTHING FACTORY, NAVAL SUPPLY DEPOT, BROOKLYN, N. Y.

February 10, 1928.

There are hereby excluded from the operation of the retirement act of July 3, 1926, because of their intermittent service on a piece-work basis, garment makers (bundle hands) employed by the naval clothing factory, naval supply depot, Brooklyn, N. Y. No record is kept of the hours of labor performed by these employees and their service is intermittent and uncertain in tenure.

This order is recommended by the Navy Department and the Civil Service Commission.

#### ORDER RELATING TO CLASSIFICATION OF LABORERS IN FIRST AND SECOND CLASS POST OFFICES

POSITIONS OF LABORER IN POST OFFICES OF THE FIRST AND SECOND CLASSES INCLUDED WITHIN THE CLASSIFIED SERVICE EXCEPT POSITIONS OF CLEANERS AND EMPLOYEES ENGAGED IN CHAR WORK

September 30, 1927.

It is hereby ordered that all positions of laborer in post offices of the first and second classes be included within the classified service, except positions of cleaners and employees engaged in char work; and that, in accordance with the usual practice, the occupants of said positions who are not already classified be given a classified status.

#### ORDER RELATING TO CLASSIFICATION OF COAST GUARD DEPOT, CURTIS BAY, MD.

INCLUSION WITHIN THE CLASSIFIED SERVICE OF CERTAIN EMPLOYEES OF THE COAST GUARD DEPOT, CURTIS BAY, MD.

May 22, 1928.

The employees of the Coast Guard Depot, Curtis Bay, Md., whose names appear on the list furnished the Civil Service Commission by direction of the Secretary of the Treasury in indorsement dated May 7, 1928, are hereby included in the competitive classified service.

Former employees whose names appear on the furlough list submitted to the commission under the same date may be reinstated with a competitive classified status in accordance with the regulations approved by the Secretary of the Treasury and the Civil Service Commission which became effective May 1, 1928, as vacancies may occur.

This order is recommended by the Civil Service Commission.

#### ORDER RELATING TO UNCLASSIFIED LABORERS IN THE RAG LAUNDRY, BUREAU OF ENGRAVING AND PRINTING

TRANSFER OF UNCLASSIFIED LABORERS IN THE RAG LAUNDRY, BUREAU OF ENGRAVING AND PRINTING, WHO CAN NOT BE PLACED ELSEWHERE IN CLASSIFIED POSITIONS, TO APPROPRIATE SUBCLERICAL POSITIONS WITHOUT CHANGE IN CIVIL-SERVICE STATUS

May 26, 1928.

Those unclassified laborers in the rag laundry in the Bureau of Engraving and Printing who can not be placed elsewhere in unclassified positions may be transferred to appropriate subclerical positions without change in civil-service status until such time as the normal changes in the service permit their assignment to appropriate unclassified positions. This order is issued in view of the fact

that the substitution of paper for rags used in wiping ink from the plates in the process of plate printing will almost entirely eliminate the rag laundry, where 105 of the best unclassified laborers of the bureau are employed.

The Civil Service Commission concurs.

### ORDER RELATING TO VETERAN PREFERENCE

#### CREATION OF AN ADVISORY COMMITTEE TO STUDY AND REPORT UPON THE CIVIL-SERVICE RULES RELATING TO VETERAN PREFERENCE

June 9, 1928.

There is hereby created an advisory committee whose duty will be to study, analyze, and report upon the civil-service rules relating to veteran preference. Its main purpose will be to ascertain ways and means for making Government positions available for the disabled veterans.

The committee is empowered to make a survey of the positions available in the executive branch of the Federal Government and to draft recommendations to be submitted to the President not later than December 1, 1928. The report of the committee should include advice as to what modifications, if any, should be made in the present Executive order relating to such veteran preference.

I hereby appoint as such advisory committee, Hon. Hamilton Fish, jr., Member of the House of Representatives, chairman; Hon. William C. Deming, president Civil Service Commission; Brig. Gen. Frank T. Hines, Director Veterans' Bureau; Col. William J. Donovan, Assistant Attorney General; and Lieut. Col. John Thomas Taylor.

The respective members of the committee are empowered to designate alternates to act for them whenever necessary.

### ORDER RELATING TO PANAMA CANAL

#### AUTHORIZING AN INCREASE ABOVE THE LIMIT OF \$960 PER ANNUM OF THE PAY OF NOT TO EXCEED 100 ALIEN EMPLOYEES IN THE POSITIONS THEY OCCUPY UNDER THE PANAMA CANAL AND PANAMA RAILROAD CO.

September 14, 1927.

By virtue of the authority vested in me by the Panama Canal act, approved August 24, 1912, it is hereby ordered that:

I. The Governor of the Panama Canal is hereby authorized, as an exception to the provisions of paragraphs 6 and 20 of the Executive order of February 2, 1914, as amended by the Executive order of February 20, 1920, to increase above the limit of \$960 per annum the pay of not to exceed one hundred (100) alien employees in the positions they occupy under the Panama Canal and Panama Railroad Co. when such employees by long and efficient service have rendered themselves of greater value to those organizations than can be adequately compensated by the limit heretofore established.

II. Alien employees whose pay, as provided in paragraph I hereof, may be increased above the established limit of \$960 per annum, shall enjoy the same leave and other privileges, and no more, as are accorded alien employees whose pay does not exceed this limit.

III. This order shall be effective on and after this date.

### ORDER GOVERNING HOURS OF LABOR

#### CLOSING OF EXECUTIVE DEPARTMENTS AND INDEPENDENT GOVERNMENT ESTABLISHMENTS IN THE DISTRICT OF COLUMBIA ON SATURDAY, DECEMBER 24, 1927

December 16, 1927.

It is hereby ordered that the several executive departments and independent Government establishments in the District of Columbia, including the Government Printing Office and the navy yard and stations, be closed on Saturday, December 24, 1927, and all clerks and other employees in the Federal service in the District of Columbia, except those who may for special public reasons be excepted from the provisions of this order, or those whose absence from duty would be inconsistent with the provisions of existing law, are hereby excused from duty on that day.

This order is not to be deemed as establishing a precedent.

## ORDERS RELATING TO EXAMINATION FOR PRESIDENTIAL POST OFFICES

## WAIVER OF AGE REQUIREMENT

February 13, 1928.

The maximum age limit for entrance to the open competitive examination for postmaster at the post office at The Dalles, Oreg., is hereby waived to permit Mr. Albert S. Roberts to take the pending open competitive examination for that position.

## WAIVER OF EXAMINATION REQUIREMENT

May 26, 1928.

Mr. Harry W. Walker may be appointed postmaster at Simsbury, Conn., without regard to the Executive order of November 5, 1926, requiring candidates to pass a civil-service examination for presidential postmasterships.

Mr. Walker has been postmaster at West Simsbury with a civil-service status since March 2, 1925.

AMENDING THE EXECUTIVE ORDER OF MAY 10, 1921, AS AMENDED JULY 27, 1921, AND NOVEMBER 5, 1926, RAISING THE MAXIMUM AGE LIMIT FOR EXAMINATION FROM 65 TO 68 YEARS

June 22, 1928.

The Executive order of November 5, 1926, amending the Executive orders of May 10, 1921, and July 27, 1921, requiring candidates for presidential postmasterships to pass a civil-service examination, is hereby amended to read as follows:

When a vacancy exists or hereafter occurs in the position of postmaster at an office of the first, second, or third class, if such vacancy is not filled by nomination of some person within the competitive classified civil service who has the required qualifications, then the Postmaster General shall certify the fact to the Civil Service Commission, which shall forthwith hold an open competitive examination to test the fitness of applicants to fill such vacancy, and when such examination has been held and the papers in connection therewith have been rated, the said commission shall certify the results thereof to the Postmaster General, who shall submit to the President the name of one of the highest three qualified eligibles for appointment to fill such vacancy unless it is established that the character or residence of any such applicant disqualifies him for appointment: *Provided*, That at the expiration of the term of any person appointed to such position through examination before the Civil Service Commission the Postmaster General may, in his discretion, submit the name of such person to the President for renomination without further examination.

No person who has passed his sixty-eighth birthday, or who has not actually resided within the delivery of such office for two years next preceding the date of examination, shall be given the examination herein provided for. The Postmaster General shall determine before sending a name to the President that the candidate so selected has continued to reside within the delivery of the post office since the examination and up to the time of such selection.

If under this order it is desired to make nomination for any office of a person in the competitive classified service, such person must first be found by the Civil Service Commission to meet the minimum requirements for the office.

## EXECUTIVE ORDERS EXCEPTING PERSONS NAMED FROM THE REQUIREMENTS OF THE RULES

The following statement gives (1) date of Executive order; (2) name of person; (3) nature of waiver; (4) action allowed; (5) basis; (6) by whom recommended (where the commission concurred it is so stated):

August 31, 1927. Mrs. Helen M. Tullis; examination waived; appointed as clerk, post office, Denver, Colo.; widow of faithful employee of Post Office Department who died in line of duty; with one dependent child; recommended by the Postmaster General.

September 12, 1927. Mrs. Maysie Lawrence Reeves; time limit on eligibility for reinstatement waived; appointed as operative in the Bureau of Engraving

and Printing; former employee of the Bureau of Engraving and Printing who had rendered excellent service; support of sick husband and four minor children; recommended by the Acting Secretary of the Treasury.

October 4, 1927. Mrs. Alice R. Ball; time limit on eligibility for reinstatement waived; appointed to subclerical position in the Bureau of Engraving and Printing; former employee of the Bureau of Engraving and Printing as the result of competitive examination; husband killed in an accident and she has had to support a young son and aged mother; recommended by the Secretary of the Treasury.

October 12, 1927. W. S. FitzSimons; time limit on eligibility for reinstatement waived; appointed associate engineer in the engineer department at large; was formerly in position of assistant engineer almost continuously from 1902 to August 31, 1920; no employee available for transfer and no eligible on register with requisite qualifications; recommended by the Secretary of War.

October 14, 1927. Samuel Hunter Griffin; time limit on eligibility for reinstatement waived; appointed clerk, Bureau of Yards and Docks, Navy Department; was originally employed under the Naval Establishment on July 3, 1893; recommended by the Secretary of the Navy.

November 26, 1927. C. P. Brodie; examination waived; appointed custodian of the naval petroleum reserve No. 3, Natrona County, Wyo.; resided on a homestead adjoining and had requisite integrity; initiated by the Navy Department; concurred in by the commission.

November 26, 1927. Mrs. Lillian Capron; examination waived; appointed welfare worker in the War Department; widow of an officer who met his death in Cuba during the Spanish War; she had outstanding service with the Red Cross and as a welfare worker at home and abroad from relief work in Cuba in 1899 through the World War; recommended by the Secretary of War.

November 28, 1927. Mrs. Mary Hazard Teele; examination waived; appointed to a clerical position in the Department of Agriculture; widow of employee who had served in Department of Agriculture almost continuously since 1899 and who died suddenly while on special field assignment; she was without adequate means of support; recommended by the Secretary of Agriculture.

December 5, 1927. Alexander Scruton; examination waived; appointed deputy collector and inspector of customs; had filled temporary assignments as deputy collector and inspector of customs; services had been very satisfactory and his permanent appointment was in the interest of the service; had successfully performed his work in a difficult position for more than three years; recommended by the Secretary of the Treasury.

December 16, 1927. Abraham Krotoshinsky; examination waived; appointed as clerk in the post-office service; had served with extraordinary heroism in the World War; was inducted into the service September 30, 1917; was overseas from April 7, 1918, to May 30, 1919, and was honorably discharged June 26, 1919; character noted as excellent, and he was given the distinguished-service cross in Order No. 139, which cited his heroic conduct in the Argonne Forest; recommended by the Postmaster General. The commission interposed no objection.

December 29, 1927. Jeremiah Regan, Fred Eugene Potter, and Patrick Reddington; examination waived; appointed as chauffeurs at the Marine Corps garage, Washington, D. C.; entered the service of the United States Marine Corps as laborers June 7, 1913, November 1, 1917, and July 20, 1918, respectively, and had rendered faithful and efficient service; had qualified through examination for the position of chauffeur but had not been reached for certification; recommended by the Secretary of the Navy.

January 13, 1928. Mrs. Anna Polk Boush; time limit on eligibility for reinstatement waived; appointed as clerk in the Treasury Department; had satisfactory record under previous appointment extending from 1891 to 1905; the need of experienced persons in the Office of the Supervising Architect, where she was formerly employed, made her appointment in the interest of the service; recommended by the Secretary of the Treasury.

January 13, 1928. Thomas Baine; time limit on eligibility for reinstatement waived; appointed to clerkship, internal-revenue district of Alabama; was continuously employed in the competitive classified service as an inspector under the Post Office Department from July 1, 1902, to September 8, 1916, when he resigned the position he was then holding as post-office inspector in charge; on December 24, 1917, he was appointed a deputy collector of internal revenue and had served continuously since that date; his services were regarded as long and meritorious; recommended by the Secretary of the Treasury.



January 19, 1928. George W. Stokes; examination waived; appointed to a position in the cotton division of the Bureau of Agricultural Economics, Department of Agriculture; it was stated that the department could utilize his services advantageously in connection with the collection of market data on cotton; recommended by the Secretary of Agriculture.

January 21, 1928. Mrs. Dorothy Thelma Bishop; examination waived; appointed as clerk in the Veterans' Bureau; widow of first-class radioman, United States Navy, who lost his life in the line of duty in the disaster to the *S-4*; recommended by the Director of the Veterans' Bureau.

January 25, 1928. Mrs. Iva C. D. Tupper; time limit on eligibility for reinstatement waived; appointed as a clerk in the Department of Commerce; widow of an engineer of approximately 15 years' service in the Bureau of Light-houses; was without adequate means of support and had the care of three minor children; recommended by the Secretary of Commerce.

February 3, 1928. Mrs. Reberta Estell Jacobs; examination waived; appointed as bindery operative in the Government Printing Office; widow whose son left position in the Government Printing Office to enlist in the Marine Corps in 1917 and who was killed in action in France; recommended by the Public Printer.

February 10, 1928. Mrs. Rose Pauly; examination waived; appointed as a clerk in the Treasury Department; widow of former employee of the Bureau of Engraving and Printing who was retired on account of disability and whose death occurred later; had to support herself and two minor children; recommended by the Secretary of the Treasury.

February 13, 1928. Mrs. Emma S. Rea; examination waived; appointed as clerk in the Treasury Department; widow of former Government employee who had service of more than 30 years and who was a veteran of two wars; recommended by the Secretary of the Treasury.

February 13, 1928. Mrs. Grace S. E. McComb; examination waived; appointed clerk in the Navy Department; widow of a former lieutenant commander in the United States Navy who met his death in line of duty in an airplane accident; recommended by the Secretary of the Navy.

February 28, 1928. Mrs. Constance Ely; examination waived; appointed as a clerk in the Department of Commerce; widow; had previous service in the War Department as the result of competitive examination; had to support two minor children; recommended by the Acting Secretary of Commerce.

March 2, 1928. Mrs. Mary E. Donnelly; examination waived; appointed as a clerk in the War Department; widow of officer who rendered conspicuous service, which impaired his health, during the World War; had to support three children; recommended by the Secretary of War.

March 2, 1928. Mrs. Marian H. Boothe; time limit on eligibility for reinstatement waived; appointed stenographer and typewriter in the Navy Department; former Government employee; a widow whose husband met his death in line of duty as a Lieutenant in the United States Navy in an airplane accident; recommended by the Secretary of the Navy.

March 7, 1928. Mrs. Mary P. Towle; examination waived; appointed clerk in the Boston post office; widow of former employee of 26 years' service of the Boston post office, at whose death she was left with limited means and with a daughter not entirely self-supporting; recommended by the Acting Postmaster General.

March 12, 1928. Mrs. Bernice B. Shelton; examination waived; appointed to a clerical position in the Veterans' Bureau; widow of Army officer with distinguished war service in France; was without adequate means of support and had the care of a minor daughter; recommended by the Director of the Veterans' Bureau.

March 13, 1928. Dr. Howard M. Batchelder; time limit on eligibility for reinstatement waived; appointed in the Bureau of Animal Industry, Department of Agriculture; former veterinary inspector who resigned to enter the military service, but was prevented by age; had approximately 18 years' service with the Department of Agriculture; was unable to accept reinstatement near the close of his eligibility by the fatal illness of his wife; recommended by the Secretary of Agriculture; the commission concurred.

March 19, 1928. Mrs. Alice C. Murphy; time limit on eligibility for reinstatement waived; appointed as counter clerk in the office of the Register of the Treasury; former employee of the Bureau of Engraving and Printing, where her husband served for approximately 28 years; a widow with four young children to support; recommended by the Secretary of the Treasury.



March 20, 1928. Mrs. Dawn J. Sutton; examination waived; appointed to a position under the Post Office Department; widow of former employee of Post Office Department with more than 15 years' service, whose death left her with a young daughter not self-supporting; recommended by the Postmaster General.

March 20, 1928. Mrs. Jessie H. Collier; examination waived; appointed to a position under the Post Office Department; widow of a former employee of the Post Office Department of 40 years' service, whose death left her without adequate means of support; recommended by the Postmaster General.

April 2, 1928. Mrs. Earl W. Boone; examination waived; appointed telephone operator under the Naval Establishment; widow of former chief electrician's mate, United States Navy, who met his death in line of duty in the disaster to the submarine *S-4*; recommended by the Secretary of the Navy.

April 10, 1928. Mrs. Anna H. Pinney; examination waived; appointed to appropriate position in the classified civil service; widow of former employee of the War Department with more than 22 years' service; was unable on account of physical disability to follow her profession as trained nurse; the War Department offered no objection to the issuance of an order making her eligible for appointment to a suitable position in the executive departments generally.

April 14, 1928. Theodore A. Bradford; examination waived; appointed to a clerical position in the General Accounting Office; son of a former employee of the General Accounting Office who was accidentally killed in the performance of his duties; had passed a competitive examination for copy puller; recommended by the Comptroller General.

April 17, 1928. Mrs. Roy K. Jones; examination waived; appointed as a clerk in the Navy Department; widow of a lieutenant commander, United States Navy, who met his death in line of duty in the disaster to the submarine *S-4*; she had dependent upon her for support two minor children; recommended by the Secretary of the Navy.

April 25, 1928. David L. Brown, Roy V. Fox, Hanna Hegeler, Michael Donahue, L. J. Eckstrom, Carmen D'Agostino, Myra A. Sharp, Wilson C. Beers, and Ella M. Jacobson; examination waived; were employed in the customs service in foreign countries; transferred to the United States; their experience and knowledge of customs matters in foreign countries was held to be advantageous in the United States or wherever they may be employed; recommended by the Secretary of the Treasury.

April 28, 1928. Mrs. Charlotte Steele Gardner; examination waived; appointed to a clerical position in the Employees' Compensation Commission; widow of a former associate cartographic engineer of about 26 years' service in the Geological Survey; she had a minor child, and a mother who was partially dependent upon her for support; had served temporarily in the departmental service, recommended by the United States Employees' Compensation Commission.

May 3, 1928. John G. Dudley; time limit on eligibility for reinstatement waived; appointed as statistical and research agent and legal adviser in the Department of Commerce; was in the competitive classified service from 1898 until 1911; had more than six years' service in an excepted position; had answered inquiries and supplied information concerning the activities of the United States Food Administration and allied organizations, the records of which were placed in the custody of the Department of Commerce; recommended by the Secretary of Commerce; the commission concurred.

May 16, 1928. Mrs. Anna E. Sill; examination waived; appointed to position in classified or unclassified civil service; wife of a retired veteran who had served 26 years in the Army and more than 13 years as a guard in two of the departments; had taken a civil-service examination for superintendent, House of Detention, Metropolitan police department; had previous service in the War Emergency Food Survey and in the Bureau of War Risk Insurance; recommended by Major General Lejeune, Col. U. S. Grant, 3d, Brig. Gen. F. R. Keefer, and Maj. J. A. Ulio.

May 23, 1928. Mrs. Rita C. Regan; examination waived; appointed as a clerk in the Boston, Mass., post office; widow of former employee of 21 years' service of the Boston post office after whose death she was left without funds and with an infant child depending upon her for support; recommended by the Postmaster General.

May 26, 1928. William C. Meyer and Frederick A. Kummell; examination waived; appointed as skilled laborer and tide observer, respectively, in the

Coast and Geodetic Survey, Department of Commerce; positions included with their occupants in the classified service from the date of order; employees had entered the service in the Coast and Geodetic Survey without examination; order was issued to correct an irregular status; recommended by the Acting Secretary of Commerce; the commission concurred.

June 6, 1928. Mrs. Kate McLaughlin; time limit on eligibility for reinstatement waived; appointed bindery operative in the Government Printing Office; widow of former employee of the Government Printing Office of more than 31 years' competent service and whose death left her without means of support; had previous service in the Government Printing Office; recommended by the Public Printer.

June 8, 1928. Mrs. Victoria A. Hulbert; examination waived; appointed clerk at headquarters, United States Marine Corps, Washington, D. C.; widow of an officer of the United States Marine Corps who met death in action while on duty in France during the World War; recommended by the Secretary of the Navy.

June 8, 1928. John Charles Steinberg; time limit on eligibility for reinstatement waived; appointed mechanic, Weather Bureau, Department of Agriculture; lacked only 22 days' service of being eligible for reinstatement under the rules; served with the United States Marine Corps for several years.

June 18, 1928. Esteban Castillo, Jose Paguio, Eduardo Bautista, Paulino Jover, Eugenio Salinas, Estanislac Waret, Jose Landas, Saturnino Fajardo, Jacinto Marquez, and Paulino Dancel; examination waived; Filipinos named were given a classified status in positions which they hold with the quartermaster service, War Department, Fort Mills, P. I.; order issued in recognition of demonstrated loyalty of these employees who, when an effort was made by a secret organization to shut down the power plant at Fort Mills, remained on duty day and night keeping the plant in operation; recommended by the Secretary of War; the commission concurred.

June 23, 1928. Mrs. Penelope L. Matthews; examination waived; appointed to clerical position in the classified service; widow of a former Assistant Attorney General, at whose death she was left without adequate resources; a graduate of Tuskegee Institute with several years' experience in educational work; issued upon the statement of the Postmaster General that he would interpose no objection to her appointment in the Post Office Department.

June 29, 1928. Mrs. R. L. Riter; time limit on eligibility for reinstatement waived; appointed as a clerk in the Postal Service; widow of former superintendent of the Fort Bliss branch of the El Paso post office, who had a record of more than 21 years in the Postal Service; was employed as clerk in the post office at El Paso, Tex., for over three years; was without means of support and had three children dependent upon her; the postmaster at El Paso had expressed a willingness to reinstate her, and it was understood that the Postmaster General had taken the same view.

## APPOINTMENTS UNDER SECTION 10, RULE II

Statement by departments of name, bureau or office, salary paid, position to which appointed, and basis of approval of each appointment made during the year covered by the report.

### TREASURY DEPARTMENT

**Arthur Brown, jr.**, Office of Supervising Architect, \$20 per day, consulting specialist (architectural); **William A. Delano**, Office of Supervising Architect, \$20 per day, consulting specialist (architectural); **Milton B. Medary**, Office of Supervising Architect, \$20 per day, consulting specialist (architectural). These employees act in an advisory capacity to the Secretary of the Treasury in matters affecting the location of public buildings and the public-building program of the District of Columbia. Their compensation is based on time actually engaged on the public-buildings work in the Office of the Supervising Architect. There would be very few qualified men who would compete in the examination for part-time employment.

### WAR DEPARTMENT

**Edwin J. Murphy**, Ordnance Department at Large, Frankford Arsenal, Philadelphia, Pa., \$4,000 per annum, ordnance engineer. The commission was advised that there are very few men in the United States who had the experience which would equip them for the work to be performed. The services of an engineer were required who was experienced in the design of mechanical mechanisms of high precision, combined with electrical instruments for the transmission of data to distant stations. It involved also the design of electrical systems for transmitting data and power. During the war Mr. Murphy had charge of the design of several million dollars' worth of fire-control and searchlight equipment for the Army and Navy. The field of competition appeared to be limited and it was doubtful whether an examination would secure qualified men.

**Harold E. Greene**, Ordnance Department at Large, Springfield Armory, Springfield, Mass., \$3,500 per annum, draftsman (special). This was an extension of an appointment previously authorized. Mr. Greene was employed as assistant to the inventor of a semiautomatic shoulder rifle. The department under its contract furnishes the inventor with all the necessary assistance for the accomplishment of the work assigned. Mr. Greene, who is skilled in the design of the character of arms upon which assigned and formerly employed by the Remington Arms Co., was to be assigned as an assistant to the inventor. The field of competition is not large and under the terms of the contract with the inventor appointment under section 10 of Rule II was considered advisable.

**George J. Moore**, Quartermaster Corps, Moores Creek National Military Park, N. C., \$1,140 per annum, superintendent. The commission was advised that Mr. Moore is the only person who is familiar with the old lines of battle and the historical points which should be marked and preserved on this park, the establishment of which was authorized by act of Congress approved June 2, 1926. He had been president of the Moores Creek Battle Ground Association for a number of years and had been carrying on the work voluntarily. In view of

the unique knowledge of Mr. Moore and the nominal salary paid it appeared advisable to authorize the appointment under section 10 of Rule II.

## NAVY DEPARTMENT

**Philip G. Cronan**, office of the Director of Naval Communications, registered publication section, \$2.100 per annum, principal clerk. The registered publication section of the office of the Director of Naval Communications, which has cognizance over the custody and distribution to all naval ships and stations of secret and confidential publications, including secret war plans, code and signal publications, gunnery and aeronautical publications, had established the need for a male assistant in whom the officer in charge could place absolute reliance as to loyalty and ability to conduct distribution in strict accord with naval procedure. This latter consideration was held necessarily to be predicated upon long naval service afloat and ashore. Mr. Cronan was a chief radio man in the Navy and had more than 20 years' service, both as an enlisted man and warrant officer, serving afloat and ashore in all parts of the world. He agreed to take his discharge from the Navy in order to enter upon the duties of this position. He was skilled in the work of the code and signal section and had been in charge of the code and cipher section, having had supervision of the compilation of all types of secret and confidential codes and ciphers and their distribution to the naval service. In view of his conspicuous qualifications his appointment was authorized under section 10 of Rule II as it seemed assured that eligibles could not be secured.

**Esther D. Chinn**, Naval Proving Ground, Dahlgren, Va., \$144.45 per month, intermediate-grade school-teacher (promotion); **Miss Florence Y. Hutt**, Naval Proving Ground, Dahlgren, Va., \$111.15 per month, primary-grade school-teacher (promotion to \$144.45 per month, intermediate-grade school-teacher); **Aline S. Foster**, Naval Proving Ground, Dahlgren, Va., \$111.15 per month, primary-grade school-teacher. The Navy Department had been unable to arrange with the State of Virginia to supervise the educational work, Naval Proving Ground, Dahlgren, Va. No register was available for filling the positions at Dahlgren.

## DEPARTMENT OF THE INTERIOR

**Dr. Le Roy McMaster**, Indian field service, \$10 per day, inspector of supplies (requiring chemical analysis). Doctor McMaster had been employed in the Interior Department in a position excepted from examination under Schedule A for about 10 years. It was represented that his 48 days' employment in one year permissible under the authority covering his appointment would not be sufficient during the coming year, as it was believed his services would be required for about 120 days during the year. The services of an inspector were needed in the analysis of samples submitted with bids and in the analysis of samples taken from the delivery of supplies. The services of a full-time chemist were not required and it was held that the commission would be unable to secure eligibles willing to accept part-time employment who would be as familiar with the conditions in the Indian Service as was Doctor McMaster.

## DEPARTMENT OF JUSTICE

**Mrs. Charlyle Hullings**, Federal Industrial Institution for Women, Alderson, W. Va., \$540 per annum, telephone operator. This appointment had previously been authorized under Schedule A, Subdivision I, paragraph 6, of the civil-service rules for part-time employment as telephone operator at \$25 per month. It was later proposed to provide subsistence allowances the value of which



amounted to \$240 per annum, or an aggregate salary for the part-time employee of \$540 per annum. It was doubtful whether eligibles could be secured under the condition for this part-time work, and appointment was authorized under section 10 of Rule II, with condition against any increase in compensation without prior approval of the commission.

Dr. Carl E. Hanawalt, United States Industrial Reformatory, Chillicothe, Ohio, \$600 per annum, veterinarian. This appointment was for part-time employment. The commission authorized it under section 10 of Rule II, as it was believed that competition would not furnish eligibles who would accept appointment under the conditions. Restriction was placed against any increase in compensation without prior approval of the commission.

#### DEPARTMENT OF AGRICULTURE

Joaquin Guerrero, Office of Experiment Stations, island of Guam, \$1,440 per annum, junior scientific aid. Mr. Guerrero had been appointed originally in 1918 as assistant in horticulture, \$900 per annum, under section 10 of Rule II, for duty at the Guam Experiment Station. He is a native of the island of Guam, where he won a competitive scholarship in the Philippine College of Agriculture, graduating after having specialized in forestry. For the past five years or more he has been in charge of the horticultural collections and plantings and has become a valuable propagator and grower of garden and orchard fruits. He had special training in plant propagation at the College of Agriculture, Los Banos, Philippine Islands, and at the Hawaii Agricultural Experiment Station. On account of the location required for the employee and in view of the peculiar qualifications of Mr. Guerrero it was thought that no eligibles would be secured through examination who were as well qualified, and appointment was therefore authorized under section 10 of Rule II.

Herman W. March, Forest Service, Madison, Wis., \$2.97 per hour, special consulting mathematician. Mr. March had been serving under a temporary appointment as a special consulting mathematician since November 1, 1927. A number of problems were arising at the Forest Products Laboratory which necessitated the securing of expert advice in the mathematical field, especially the mathematical theory of elasticity. The commission was advised that the services of a mathematician of the highest rank with a background of theoretical and applied elasticity and thermal conductivity were required to assist from time to time in the work on these and other problems as they occur. It was important that the expert employed be a local resident so as to be readily available whenever his services were required. Mr. March is a graduate of the University of Michigan with degrees of A. B. and A. M., and received his Ph. D. degree from the University of Munich. The amount of time involved was estimated not to exceed an average of 15 hours per week throughout the year. As Mr. March was regarded as the only available qualified person sufficiently accessible to the laboratory staff to serve the purposes intended, his appointment under section 10 of Rule II was authorized.

Raymond J. Roark, Forest Service, Forest Products Laboratory, Madison, Wis., \$2.38 per hour, senior engineer. Research work at the Forest Products Laboratory relating to stress behavior and the correlation of the physical and mechanical properties of wood with structure and chemical properties was becoming more and more involved and required the highest type of engineering talent which could be brought to bear on the problem. Mr. Roark is a graduate of the University of Illinois with the degree of B. S. in civil engineering. He received the degree of M. S. in civil engineering at the same university. His total annual compensation will be approximately \$1,000. As the field of compe-



tition would be very limited, the commission approved Mr. Roark's appointment under section 10 of Rule II.

**Saburo Katsura**, Bureau of Plant Industry, \$1,500 per annum, assistant translator. Mr. Katsura had served under temporary appointment to translate botanical articles and to abstract articles in Japanese botanical and agricultural publications. He was the only available Japanese translator known to the bureau who is capable of performing this work. He had proven his ability to perform the duties satisfactorily by translations of a responsible character. Difficulty would be experienced in securing eligibles through competitive examination who are qualified to translate the scientific papers of this nature required in the Department of Agriculture.

**Benjamin Liebowitz**, Bureau of Public Roads, New York City, \$20.83 per day, research consultant. Mr. Liebowitz's services were requested for a period of one year for the instrumentation work being carried on for the purpose of developing an accelerometer which is suitable for the measurement of the impact forces produced by the wheels of motor trucks. He had been engaged for several years on this work and closely allied problems. He is a graduate of Columbia University in electrical engineering and had extensive experience in research work on mechanical springs and allied subjects. His services were desired on an average of five days per month. As competition would obviously be limited his appointment was authorized under section 10 of Rule II.

**George W. Hoffman**, Grain Futures Administration, \$10 per day, consulting grain economist. Mr. Hoffman had been serving under temporary appointments intermittently in the Grain Futures Administration since June 5, 1924. His services were desired to analyze grain-future trading data and to study the various phases of grain-marketing machinery from an economic standpoint, the results of these studies to be published in departmental bulletins and publications. His knowledge of the grain-future marketing machinery was held to exceed that of any other person known to the department. His services will be required for approximately 120 days each year. Difficulty would be experienced in securing eligibles through competitive examination for such a part-time scientific position.

#### DEPARTMENT OF COMMERCE

**Rudolph P. Miller**, Bureau of Standards, New York City, \$5,400 per annum, consulting engineer. Mr. Miller was originally appointed under Schedule A of the civil-service rules on February 1, 1922, to serve on the committee appointed for the purpose of collecting and disseminating information showing approved methods in building, planning, and construction, standardization and adaptability of structural units, including farm buildings, building materials and codes, economy in manufacture and utilization of building materials and supplies, and such other matters as tend to encourage, improve, and cheapen construction and housing. It was stated that he had been selected by the Secretary of Commerce as chairman of the committee on building codes. It was found that his salary during the year would exceed \$480 per annum, the maximum allowed through his appointment under Schedule A. He had consented to undertake the work at a financial sacrifice and at a loss of time to his business in New York City. The compensation of \$15 per day was regarded as merely to cover expenses. He will be employed only a few days of each month during the year. His services will not be required more than a year or two. The field of competition being limited the appointment of Mr. Miller was authorized under section 10 of Rule II.

**Ray T. Stull**, Bureau of Standards, \$5,200 per annum, senior engineer (ceramic). Mr. Stull was originally appointed in 1917 under section 10 of Rule II as chief ceramist, \$4,800 per annum, Bureau of Mines, Columbus, Ohio, to have charge of the new ceramic station at that point. He was separated by reduction of force July 19, 1923, and his reappointment was desired by the Department of Commerce in June, 1927. His qualifications were already a matter of record.

**Francis G. Hatsel**, Bureau of Fisheries, Beaufort, N. C., \$900 per annum, apprentice fish-culturist. For a number of years there has been difficulty in securing eligibles for apprentice fish-culturist positions at some stations of the Department of Commerce. In view of these facts, the commission has from time to time authorized appointments under section 10 of Rule II, as was done in this case.

#### VETERANS' BUREAU

**Gottlieb Lange**, United States Veterans' Bureau Hospital, Muskogee, Okla., \$1,860 per annum, orthopedic mechanic (metal and leather); **Samuel Fornell**, regional office, Boston, Mass., \$2,400 per annum, foreman, orthopedic shop. The commission has on a number of occasions endeavored to fill positions of this character through examination. The temporary employee was in some cases the only applicant, and in other cases no eligibles were secured. In view of the expense involved in holding examinations and the lack of competition, the commission approved the appointments of the above-named men under section 10 of Rule II.

#### SMITHSONIAN INSTITUTION

**Harlan H. Zodtner**, solar observing station, Mount Montezuma, Chile, \$3,000 per annum, director of observing stations. Mr. Zodtner has served as bolometric assistant in a desert far from any habitation, having been originally appointed under section 10 of Rule II. He had been acting as assistant at the Chilean field station, Mount Montezuma, and it was desired to have him take charge of the station. It was represented that there is no other person who is qualified and available. Difficulty would be experienced in securing qualified eligibles for filling this position, especially under the conditions stated.

TABLE 1.—Showing, by kinds of examination and sex, the number of persons examined and the number that passed during the year ended June 30, 1928

Examination	Totals (by groups)								Examined		Passed	
	Professional		Subprofessional		Clerical and general business		Custodial, labor and mechanical					
	Examined	Passed	Examined	Passed	Examined	Passed	Examined	* Passed	Male	Female	Male	Female
FOR ENTRANCE												
Accountant and auditor:												
Assistant.....					57	20			56	1	20	
Associate.....					72	10			71	1	10	
Accounting and auditing assistant, principal.....					98	24			95	3	24	
Actuary, associate.....	6	1							6		1	
Administrator:												
Plant quarantine, senior.....					5	3			5		3	
Prohibition (or assistant or deputy).....					2,515	151			2,496	19	151	
Agent:												
(Antinarcotic act).....					299	54			297	2	54	
Commercial.....					1				1			
Commercial, associate.....					190	185			179	11	182	13
Commercial, junior.....					83	41			75	8	36	5
Prohibition (or junior).....					17	4			17		4	
Purchasing, junior.....					5	1			5		1	
Special.....					611	125			611		125	
(Trade and industrial education).....	70	11							67	3	11	
Agriculturist, associate.....	12	3							12		3	
Agronomist:												
Assistant.....	43	28							43		28	
Junior.....	35	16							35		16	
Aide:												
Biological, assistant.....			3						3			
Biological, junior.....			12	3					7	5	1	2
Computing, assistant.....			3	3					1	2	1	2
Engineering.....			104	85					103	1	85	
Engineering, electrical, junior.....			7	3					7		3	
Field, engineering.....			68	59					68		59	
Field, engineering, chief.....			7	5					7		5	
Laboratory.....			18	14					18		14	
(Laboratory technique) senior.....			15	3					5	10	1	2
Land appraisal, senior.....	128	45							128		45	

Estimated.

TABLE 1.—Showing, by kinds of examination and sex, the number of persons examined and the number that passed during the year ended June 30, 1928—Continued

Examination	Totals (by groups)								Examined		Passed	
	Professional		Subprofessional		Clerical and general business		Custodial, labor and mechanical		Male	Female	Male	Female
	Examined	Passed	Examined	Passed	Examined	Passed	Examined	Passed				
Aide—Continued.												
Library			70	33					45	25	21	12
Plant quarantine, senior			11	8					11		8	
Scientific			1						1			
Scientific, assistant			96	73					73	23	56	17
Scientific, junior			129	95					120	9	90	5
Scientific, principal			5	3					5		3	
Scientific, senior			18	11					14	4	9	2
Occupational therapy			276	114					187	89	69	45
Physiotherapy			39	13					25	14	4	9
Pupil, occupational therapy			5	1					4	1		1
Pupil, physiotherapy			106	35					68	38	19	16
Appraiser:												
Land	82	42							82		42	
Land, assistant	116	27							116		27	
Land, associate	143	24							142	1	24	
Apprentice:							386	152				
(Government Printing Office)							838	325				
Laboratory, minor									386		152	
Laboratory, under			119	58					835	3	325	
(Mechanical trades)			19	14					116	3	58	
(Navy-yard service)							289	86	289		86	
(Ordnance Department at large)							153	21	153		21	
Shop			108	106			5	4	153		21	
Architect	57	15							56		106	
Assistant	88	35							108	1	15	
Associate	68	33							87	1	35	
Naval, assistant (and marine engineer)	1	1							68		33	
Artist, commercial			71	12					1			
Assayer:									43	28	8	4
Assistant	25	16										
Junior	2	2							25		16	
Assistant:									2		2	
Administrative					10	3			8	2	2	1
(Agricultural information)					27	2			25	2	2	

Laboratory			2	2				2		2	
Library			56	32				5	51	1	31
Library, junior			52	36				6	46	3	33
Library, under (or minor)			78	32				13	65	7	25
Physiotherapy			9	6				8	1	5	1
Procurement plan					3	2		3		2	
(Sanitary engineering), technical	15	6						15		6	
Surgeon's			45	28				30	15	21	7
Assistant Commissioner of Prohibition					194			192	2		
Astronomer, junior	10	4						7	3	2	2
Attendant			26	8				14	12	3	5
Hospital, head			13	5				13	12	5	
Hospital, supervising			2	1				2		1	
Laboratory			29	20				29		20	
Tool room							8	8		6	
Attorney, Bureau of Prohibition (or junior, assistant or associate)	4	3						4		3	
Attorney, Veterans' Bureau, associate (or assistant)	21	12						20	1	12	
Auditor, junior					2,061	407		2,002	59	396	11
Bacteriologist	9	3						6	3	3	
Assistant	24	8						18	6	6	2
Associate	66	25						44	22	16	9
Junior	16	11						8	8	5	6
Battery-charging man							4	4		2	
Bindery operative							184	135			
Biochemist	17	12						22	162	13	122
Associate	21	7						14	3	11	1
Biologist								17	4	6	1
Aquatic, assistant	5	1						4	1	1	
Aquatic, associate	6	4						6		4	
Aquatic, junior	11	5						7	4	4	1
Assistant	2	2						2		2	
Associate	9	7						9		7	
Junior	19	12						18	1	12	
Bookkeeper					1,697	610		1,253	444	494	116
Bookkeeper-clerk, special					10	1		5	5	1	
Bookkeeper-typist					6	1		5	1	1	
Botanist, seed, junior	9	7						2	7	2	5
Bricklayer							39	35	39	35	
Cabinetmaker							34	22	34	22	
Senior							5	4	5	4	
Carpenter							219	163	219	163	
Chauffeur							253	123	253	123	
Checker					12	5			12	5	
Chemist											
Assistant	185	134						166	19	121	13
Associate	65	43						60	5	39	4
Junior	293	114						261	32	106	8
Physical, associate	19	11						17	2	11	
Senior	31	17						31		17	
Chemistry, professor of	36	4						36		4	
Chief, Bureau of Dairy Industry					16	9		16		9	



TABLE 1.—Showing, by kinds of examination and sex, the number of persons examined and the number that passed during the year ended June 30, 1928—Continued

Examination	Professional		Totals (by groups)				Custodial, labor and mechanical		Examined		Passed	
			Subprofessional		Clerical and general business							
	Examined	Passed	Examined	Passed	Examined	Passed	Examined	Passed	Male	Female	Male	Female
Chief:												
(Drug control).....					8	3			8		3	
(Mechanical service).....					11	4			11		4	
(Press service).....					34	10			34		10	
Clerk:												
(Accounting).....					10	3			8	2	1	2
Chief.....					8	6			7	1	5	1
Cost accounting, senior.....					12	6			11	1	6	
Editorial (or assistant).....					162	16			76	86	13	3
Editorial, principal (or senior).....					163	26			67	96	7	19
File.....					154	43			86	68	22	21
File, junior (or under).....					1,450	408			576	874	175	233
General.....					5,752	1,457			3,853	1,899	939	518
Minor.....					42	28			30	12	20	8
Property.....					6	3			4	2	1	2
Railway postal.....					194	90			194		90	
Receiving.....					20	6			20		6	
Statistical.....					51	15			48	3	15	
Stock.....					17	6			17		6	
Clerk-carrier.....					82,069	38,268			77,462	4,607	35,119	3,149
Clerk-embalmer.....					1				1			
Clerk-typist, under.....					657	217			197	460	74	143
Collector of cotton-gin statistics.....					68	53			66	2	51	2
Computer.....	26	9							21	5	8	1
Assistant.....	10	3							8	2	2	1
Cook.....							12	7	8	4	6	1
Copy puller.....							249	197	247	2	196	1
Cotton crop estimator.....	104	12							104		12	
Crop and livestock estimator, junior.....	128	46							127	1	45	1
Custodian, assistant.....							12	6	12		6	
Dairyman.....							82	39	82		39	
Deck hand.....							6	4	6		4	
Deck hand-cook.....							4	4	4		4	
Dentist, associate.....	223	187							222	1	186	1
Deputy commissioner.....					9	3			8	1	3	
Dietitian.....			140	100					6	134		100
Assistant.....			3	1						3		

Disciplinarian			9	8				9		8
Draftsman:										
Aeronautical, junior			13	8				13		8
Aeronautical, senior			8	8				8		8
Apprentice			207	186				205	2	185
Architectural, principal			31	26				31		26
Architectural, senior			53	39				52	1	38
Architectural and structural steel, principal			21	13				21		13
Blueprint, junior			3	2				3		2
Copyist			128	61				122	6	58
Design			65	45				65		45
Design, aeronautical			8	4				8		4
Detail			70	52				70		52
Detail, aeronautical			12	1				12		1
Electrical engineering, principal			2	2				2		2
Electrical engineering, senior			15	14				15		14
Engineering			20	17				20		17
Engineering, assistant			1	1				1		1
Engineering, junior			5	5				5		5
Engineering, senior			51	21				50	1	21
Mechanical			80	42				80		42
Mechanical, junior			3	2				3		2
Mechanical, senior			68	42				68		42
Navy			108	80				107	1	80
Office, junior			16	13				16		13
Ordnance			5	4				5		4
Principal			4	4				4		4
Senior			8	8				8		8
Structural			9	8				8	1	7
Structural, assistant			16	10				16		10
Structural, chief			4	3				4		3
Structural, principal			6	6				6		6
Structural, senior			8	7				8		7
Structural engineering, principal			15	15				15		15
Structural engineering, senior			27	21				27		21
Topographic			25	16				24	1	16
Topographic, assistant			33	27				31	2	25
Topographic, junior			43	19				36	7	14
Topographic, principal			14	13				14		13
Topographic, senior			41	34				39	2	32
Topographic and mechanical, senior			2	2				2		2
Driver-mechanic						538	241	538		241
Druggist			32	19				31	1	19
Assistant			21	12				20	1	11
Dynamo tender						17	9	17		9
Economist	10	2						10		2
Agricultural	97	33						97		33
Agricultural, associate	90	32						89	1	31
Agricultural, junior	34	22						34		22
Agricultural, senior	1							1		
Assistant	14	6						11	3	4
Assistant, agricultural	111	38						109	2	37

TABLE 1.—Showing, by kinds of examination and sex, the number of persons examined and the number that passed during the year ended June 30, 1928—Continued

Examination	Professional		Totals (by groups)				Custodial, labor and mechanical		Examined		Passed	
			Subprofessional		Clerical and general business							
	Exam-ined	Passed	Exam-ined	Passed	Exam-ined	Passed	Exam-ined	Passed	Male	Female	Male	Female
Economist—Continued.												
Associate.....	6	2							6		2	
Industrial, assistant.....	10	1							8	2		1
Mineral.....	18	13							18		13	
Mineral, assistant.....	14	5							11	3	4	1
Mineral, associate.....	9	5							9		5	
Social.....	26	3							17	9	2	1
Social, assistant.....	28	5							18	10	2	3
Social, associate.....	21	1							8	13		1
Social, junior.....	48	36							6	42	2	34
Editor:												
Assistant.....					1	1			1		1	
Agricultural.....					17	6			15	2	5	1
Technical.....					13	2			13		2	
Educationist.....	59	34							44	15	27	7
Assistant.....	12	8							8	4	5	3
Associate.....	37	5							20	17	4	1
Electrician.....							107	72	107		72	
Radio.....							8	2	8		2	
Senior.....							46	42	46		42	
Electrician's helper.....							98	74	98		74	
Electrician's helper, radio.....							17	14	17		14	
Elevator conductor.....							354	163	354		163	
Engineer.....	26	15							26		15	
Aeronautical, associate.....	1								1			
Aeronautical, senior.....	10								10			
Agricultural, assistant.....	26	8							26		8	
Agricultural, associate.....	6	2							6		2	
Agricultural, junior.....	4	1							4		1	
Architectural, associate.....	1								1			
Assistant.....	465	301							465		301	
Assistant aeronautical.....	5	3							5		3	
Assistant architectural.....	22	11							22		11	
Assistant civil.....	22	12							22		12	
Assistant electrical.....	1								1			
Assistant mechanical.....	13	10							13		10	
Assistant mining.....	16	15							16		15	

Assistant structural.....	37	10						37		10
Associate.....	420	296						420		296
Associate civil.....	2	2						2		2
Associate dust-explosion prevention.....	10							10		
Associate electrical.....	9	5						9		5
Associate mechanical.....	3	2						3		2
Associate mining.....	16	13						16		13
Cartographic, junior.....	37	20						37		20
Chemical.....	18	18						18		18
Chemical, assistant.....	16	7						16		7
Chemical, associate.....	15	14						15		14
Chemical, senior.....	5	1						5		1
Dust-explosion prevention, assistant.....	17	4						17		4
Farm fire prevention, assistant.....	10	2						10		2
Farm fire prevention, associate.....	17							17		
Fourth assistant.....						10	7			
Fuel, assistant.....	12	5						12		5
Fuel, associate.....	2	1						2		1
Heating and ventilating, associate.....	2	2						2		2
Highway, associate.....	1							1		
Highway bridge, associate.....	53	26						53		26
Junior.....	497	254						496	1	254
Marine, first assistant.....						37	32			
Marine steam.....						3	2			
Marine steam, assistant.....						5	5			
Materials, associate.....	1	1						1		1
Ordnance, assistant.....	7	1						7		1
Ordnance, senior.....	3	1						3		1
Petroleum, senior.....	8							8		
Resident, assistant.....	5	5						5		5
Structural, associate.....	4	1						4		1
Third assistant.....						9				
Engineer and deck officer, junior.....	49	36						49		36
Engineering inspector-foreman, senior.....			31	12				31		12
Engineering inspector and superintendent, chief.....			35	15				35		15
Engineman:										
Chief steam-electric.....						57	24	57		24
Marine.....						14	14	14		14
Refrigeration.....						2	2	2		2
Steam, second class.....						54	30	54		30
Steam, stationary.....						3	3	3		3
Steam, third class.....						11	10	11		10
Steam-electric, first class.....						23	8	23		8
Steam-electric, third class.....						14	11	14		11
Engraver:										
Assistant.....			1					1		
Copperplate map, assistant.....			6					6		
Copperplate map, senior.....			1	1				1		1
Photo.....			19	12				19		12
Entomologist:										
Junior.....	140	78						139	1	78
Assistant.....	1							1		
Ethnology, American, Chief of Bureau of.....	9	6						9		6

TABLE 1.—Showing, by kinds of examination and sex, the number of persons examined and the number that passed during the year ended June 30, 1928—Continued

Examination	Professional		Totals (by groups)				Custodial, labor and mechanical		Examined		Passed	
			Subprofessional		Clerical and general business							
	Examined	Passed	Examined	Passed	Examined	Passed	Examined	Passed	Male	Female	Male	Female
Examiner:												
Civil Service, assistant					325	82			268	57	75	7
Civil Service, associate					340	155			312	28	146	9
Civil Service, junior					97	59			56	41	31	28
Claims					15	12			14	1	11	1
Insurance claims					1	1			1		1	
Junior range					25	9			25		9	
Patent, associate	18	13							18		13	
Patent, junior	278	125							274	4	124	1
Transportation, tariff					156	83			156		83	
Warehouse					1				1			
Warehouse, assistant					293	23			293		23	
Warehouse, junior					27	1			27		1	
Examiner and investigator					86	25			73	13	20	5
Exhibits assistant, junior					15	3			9	6	1	2
Fabric worker, aircraft							4	3	4		3	
Farmer			100	98					100		98	
Farm superintendent							159	131	159		131	
Filter man							3	1	3		1	
Fingerprint classifier:												
Assistant					49	18			44	5	13	5
Main					1				1			
Fireman							90	45	90		45	
Stationary							138	96	138		96	
Stationary boiler							218	130	218		130	
Fireman-laborer							10	10	10		10	
Forage and fuel master					5	4			5		4	
Forage master					1	1			1		1	
Foreman							2	2	2		2	
Assistant							8	8	8		8	
Aviation engine mechanic							6	1	6		1	
Blacksmith							1	1	1		1	
Carpenter							39	33	39		33	
Concrete							21	14	21		14	
Concrete revetment							1	1	1		1	
Construction			12	11					12		11	
Deck							1		1			



Dredge.....						5	3	5		3
Explosives, assistant.....						4	4	4		4
Floating equipment.....						6	1	6		1
Garage.....						15	11	15		11
Gas mask filter plant.....						1	1	1		1
General.....						1	1	1		1
(Laborers).....						197	139	197		139
(Laundry).....						64	37	59	5	36
Levee.....						2	1	2		1
Levee machine.....						2	1	2		1
Machinist.....						6	5	6		5
Mason.....						1	1	1		1
Painter.....						1	1	1		1
Park.....						7	3	7		3
Pile driver.....						2	1	2		1
Pipe line.....						1	1	1		1
Poultry.....						10	9	10		9
Revetment.....						6	5	6		5
Road.....						14	6	14		6
Snag boat.....						1		1		
Suction dredge pipe line.....						3	3	3		3
Tailor, assistant.....						3	2	3		2
Trades.....						19	17	19		17
Twisting and spooling department, assistant.....						5	2	5		2
(Utilities).....		6	3					6		3
Yard.....						1	1	1		1
Foreman-engineer.....						1	1	1		1
Foreman-leading man-quarterman.....						363	352	363		352
Forester, junior.....	141	65						140	1	65
Forest and field clerk.....					97	13		61	36	8
Senior.....					222	33		200	22	29
Fourth officer.....							7	7		7
Game warden:										
Forest.....					15	3		15		3
Forest, junior.....					13	6		13		6
Garageman-driver.....							199	199		95
Gardener.....			21	14				21		14
Assistant.....			43	27				42	1	27
Geographer, assistant.....	7	3						2	5	1
Geophysicist, senior.....	2	1						2		1
Glass blower, senior.....			4	4				4		4
Groom.....						2	2	2		2
Guard.....						940	633	940		633
Chief.....						5	4	5		4
Civilian.....						47	32	47		32
(Penal and correctional institutions).....						641	333	641		333
Handler of cotton samples.....			4	2				4		2
Helper:										
Aeroplane mechanic's.....						25	14	25		14
Aeroplane-engine mechanic's.....						21	9	21		9
Aeroplane fabric worker's.....						2	1	2		1
Aeroplane mechanic's.....						32	24	32		24

TABLE 1.—Showing, by kinds of examination and sex, the number of persons examined and the number that passed during the year ended June 30, 1928—Continued

Examination	Professional		Totals (by groups)				Custodial, labor and mechanical		Examined		Passed	
			Subprofessional		Clerical and general business							
	Examined	Passed	Examined	Passed	Examined	Passed	Examined	Passed	Male	Female	Male	Female
Helper—Continued.												
Armament machinist's.....							3	3	3		3	
Engineman's.....							4	2	4		2	
Fireman's.....							41	12	41		12	
Machinist's.....							11	10	11		10	
Map printer's.....			2	2				2	2		2	
Mechanic's.....							1	1	1		1	
Painter's.....							9	6	9		6	
Painter and doper's.....							2	1	2		1	
Plumber's.....							81	61	81		61	
Scientific, minor.....			19	15					19		15	
Scientific, under.....			81	45					69	12	38	
Tinsmith and sheet metal worker's.....							2	2	2		2	
Woodworker's.....							6	6	6		6	
Horticulturist.....	12	1							12		1	
Associate.....	19	9							19		9	
Junior.....	21	12							20	1	11	
Housekeeper.....							7	3		7		
Husbandman:												
Animal, junior.....	36	27							36		27	
Assistant animal.....	41	11							41		11	
Poultry, junior.....	17	5							17		5	
Hygienist, dental.....			9	7					5	4	4	
Illustrator, scientific.....			1						1			
Indexer, head.....					9	4			1	8		
Inspector:												
Alcohol and brewery (and junior). See Agent, prohibition.												
Aircraft engine.....							9	8	9		8	
Airplane.....							71	31	71		31	
(Antinarcotic act).....					279	66			276	3	66	
(Boilers).....							63	13	63		13	
(Clothing).....							3	2	2	1	2	
(Construction).....	24	15							24		15	
(Construction), assistant.....	6	4							6		4	
(Construction), chief.....	9	6							9		6	
(Engineering material), assistant.....							42	26	42		26	

Immigrant.....					3,613	803			3,547	66	781	22
Immigration patrol.....					1,462	262			1,462		262	
Lay, assistant.....			1,387	386					1,372	15	381	5
(Material and construction).....	2	2							2		2	
(Ordnance material).....							3	2	3		2	
Prohibition (or junior). See Agent.....												
Sanitary, assistant.....	22	9							22		9	
Sanitary, junior.....	46	23							45	1	22	1
(Ship construction), senior.....	13	8							13		8	
(Signal corps equipment).....							17	8	17		8	
Surveillance, junior.....							24	14	23	1	13	1
(Textiles).....							10	6	9	1	5	1
Instructor:												
(Airplane-engine mechanics).....			1	1					1		1	
(Airplane mechanics).....			5	1					5		1	
(Photography).....			4	2					4		2	
(Shop subjects).....			135	77					135		77	
Instructor-foreman, shoe factory.....			24	12					24		12	
Instructor-mechanical draftsman.....			2	1					2		1	
Instructor-machinist.....			2	1					2		1	
Instrument maker.....			10	2					10		2	
Junior.....			1						1			
Senior.....			3	3					3		3	
Instrument man.....			13	9					13		9	
Investigator, prohibition (and junior). See Agent.....												
Janitor.....							104	21	104		21	
Janitor-custodian.....							3	3	3		3	
Janitor (Spanish).....							2	1	2		1	
Keeper, assistant.....							18	13	18		13	
Laboratorian.....			1	1					1		1	
Laboratory aid and technical clerk.....					47	19			26	21	8	11
Laborer (Postal Service).....							6,488	4,341	6,487	1	4,341	
Laborer-fumigator.....							13	9	13		9	
Laborer-janitor, junior.....							810	633	793	17	617	16
Lampist.....							25	12	25		12	
Laundry worker.....							7	7	4	3	4	3
Leader:												
Assistant.....			16	15					16		15	
Junior.....			3	3					3		3	
Leading man and quartermaster.....							31	26	31		26	
Librarian:												
Associate.....	13	1							4	9	1	
Hospital.....	62	33							4	58	1	32
Junior.....	30	16							3	27	2	14
Lieutenant (fire department).....							2	1	2		1	
Lineman, telegraph.....							2	1	2		1	
Lithographer:												
Artistic.....			1						1			
Artistic, apprentice (or minor apprentice).....			18	9					16	2	7	2
Artistic, minor apprentice.....			3	1					3		1	
Artistic, junior.....			8	4					8		4	
Artistic, senior.....			1						1			
Mechanical, apprentice (or minor apprentice).....			26	17					26		17	
Senior.....			9	4					9		4	

TABLE 1.—Showing, by kinds of examination and sex, the number of persons examined and the number that passed during the year ended June 30, 1928—Continued

Examination	Totals (by groups)								Examined		Passed	
	Professional		Subprofessional		Clerical and general business		Custodial, labor and mechanical					
	Examined	Passed	Examined	Passed	Examined	Passed	Examined	Passed	Male	Female	Male	Female
Machinist							11	10	11		10	
Electrical							4	2	4		2	
Maintenance man							13	10	13		10	
Master							16	9	16		9	
Master and pilot							4	4	4		4	
Mate							42	37	42		37	
Mathematician	29	19							28	1	19	
Matron							200	148		200		148
Meat cutter							13	9	13		9	
Mechanic:												
Airplane and airplane engine							41	27	41		27	
Automobile							72	39	72		39	
Automobile, general							92	69	92		69	
Automobile, senior							27	25	27		25	
Automobile, special							51	27	51		27	
Aviation engine, general							21	13	21		13	
Compressor operator							2	1	2		1	
Dental laboratory			16	12					16		12	
General							10	7	10		7	
General (carpenter and painter)							11	6	11		6	
Laboratory, assistant			2	1					2		1	
Laboratory, junior			1	1					1		1	
Subordinate							44	33	44		33	
Mechanician:												
Electrical							1	1	1		1	
Traveling							251	94	251		94	
Medical officer	100	93							90	10	84	9
Assistant	67	63							60	7	56	7
Associate	185	181							182	3	178	3
Junior	59	55							54	5	50	5
Senior	1								1			
Messenger, junior (or assistant)							1,442	1,099	978	464	751	348
Messenger boy and girl							944	652	775	169	537	115
Messenger and skilled laborer							2,146	1,522	1,060	1,086	678	844
Metallurgist	10	9							10		9	
Assistant	17	10							17		10	
Associate	19	12							19		12	
Junior	12	9							12		9	
Miner							38	33	38		33	

Molder, master.....						15	1	15		1		
Motion-picture camera man.....					4	2		4		2		
Mycologist.....	13	5						11	2	3		2
Junior.....	7	2						4	3	2		
Naturalist, park.....	4	3						4		3		
Naval stores classifier:												
Assistant.....	10	6						10		6		
Associate.....	1							1				
Negative cutter.....	1		1	1				1		1		
Assistant.....			1	1				1		1		
Junior.....			3	1				3		1		
Nematologist, junior.....	2	1								2		1
Nurse:												
Graduate.....			1, 078	909				23	1, 055	11		898
Trained.....			40	33				3	37	1		32
Observer in meteorology:												
Junior.....			697	1 283				695	2	1 282		1 1
Minor.....			145	116				140	5	114		2
Under.....			4	3				4		3		
Operator:..												
Addressograph.....					16	9		5	11	3		6
Addressograph and graphotype.....					9	8		6	3	5		3
Blue print, junior.....					8	2		8		2		
Calculating machine.....					3	3			3			3
Calculating machine, junior.....					467	374		40	427	31		343
Card punch, under.....					126	75		6	120	2		73
Card punch and tabulating machine.....					3	1		2	1			1
Flat-bed bookkeeping machine.....					142	68		18	124	9		59
Gas mask and filter plant.....						6	6	6		6		
Graphotype.....					17	14		3	14	2		12
Helium plant.....							1	1		1		
Helium plant, assistant.....							2	2		2		
Hydroelectric plant, chief.....							19	11		11		
Mimeograph.....					14	12		8	6	6		6
Motor boat.....							87	1 25		1 25		
Multigraph.....					7	5		5	2	3		2
Multigraph, junior.....					5	3		4	1	2		1
Multigraph, under.....					1			1				
Photostat, junior (or under).....					9	4		9		4		
Photostat and blue print, junior.....					3	2		3		2		
Power sewing machine.....							299	220		3		217
Radio.....					37	19		37		19		
Radio, senior.....					7	4		7		4		
Sewage-disposal plant.....							1	1		1		
Tabulating machine, junior.....					79	41		20	59	8		33
Telegraph.....					190	119		177	13	109		10
Telephone.....					5	4			5			4
Telephone, junior.....					246	120		33	213	16		104
Operator and repairman, addressograph.....					21	12		16	5	11		1
Operative (secret service).....					848			844	4			
Overseer.....			29	20				29		20		

1 Estimated.



TABLE 1.—Showing, by kinds of examination and sex, the number of persons examined and the number that passed during the year ended June 30, 1928—Continued

Examination	Totals (by groups)								Examined		Passed	
	Professional		Subprofessional		Clerical and general business		Custodial, labor and mechanical					
	Examined	Passed	Examined	Passed	Examined	Passed	Examined	Passed	Male	Female	Male	Female
Packer.....							22	10	22		10	
Chief.....							8	4	8		4	
Painter.....							208	139	208		139	
Senior.....							16	15	16		15	
Painter and doper.....							3	2	3		2	
Paleobotanist, assistant.....	3	2							3		2	
Paper maker, assistant.....			8	5					8		5	
Pathologist.....	20	8							20		8	
Assistant.....	14	7							11	3	4	
Associate.....	6	2							6		2	
Junior.....	28	15							25	3	14	
Pharmacist, assistant.....			1						1			
Pharmacognosist, junior.....	6	5							6		5	
Pharmacologist.....	7	2							6	1	2	
Junior.....	7	4							7		4	
Photographer:												
(Or assistant).....					126	110			121	5	108	
Expert.....					3	2			3		2	
Junior.....					30	19			28	2	17	
Photographer-draftsman.....			2	1					2		1	
Photographer and operator, motion-picture.....					1	1			1		1	
Physical director:												
Junior.....			45	6					40	5	6	
Senior.....			49	23					41	8	19	
Physicist.....	23	19							23		19	
Assistant.....	25	23							24	1	22	
Associate.....	18	16							18		16	
Junior.....	136	86							129	7	82	
Physiologist:												
Junior.....	23	11							19	4	8	
Plant, assistant.....	11	7							8	3	6	
Pilot, airplane test.....							12	6	12		6	
Plasterer.....							1		1			
Plumber.....							56	48	56		48	
Senior.....							21	21	21		21	
Policeman.....							106	39	106		39	
Policeman-shipkeeper.....							36	22	36		22	
Pomologist, junior.....	15	10							15		10	

STATISTICAL INFORMATION

TABLE 1.—Showing, by kinds of examination and sex, the number of persons examined and the number that passed during the year ended June 30, 1928—Continued

Examination	Totals (by groups)								Examined		Passed	
	Professional		Subprofessional		Clerical and general business		Custodial, labor and mechanical		Male	Female	Male	Female
	Examined	Passed	Examined	Passed	Examined	Passed	Examined	Passed				
Stockman-checker.....					113	42			113		42	
Storekeeper.....					273	90			273		90	
Storeman.....					92	47			91	1	47	
Subclerical positions (watchman, messenger, skilled laborer).....					951	606			941	10	597	9
Subforeman of laborers.....							2	2	2		2	
Superintendent:												
(Brick plant).....							8	3	8		3	
(Building repairs) assistant.....							13	8	13		8	
(Laundry).....							13	6	12	1	6	
Supervisor:												
Commodity, senior.....					16	11			16		11	
Junior commodity.....					38	6			38		6	
(Construction).....			1	1					1		1	
Zone, prohibition, (see administrator).....												
Surveyor-draftsman, assistant.....			46	28					45	1	27	1
Taxidermist, junior.....			6	2					6		2	
Teacher.....			819	572					259	560	182	390
Music.....			28	15					9	19	4	11
(Home economics).....			88	72						88		72
(Power sewing).....			1	1						1		1
Teacher of agriculture (or assistant).....	21	16							21		16	
Teacher of agriculture, junior.....	5	5							5		5	
Technician:												
Medical.....			45	21					36	9	17	4
Medical (bacteriology).....			54	18					38	16	9	9
Medical (Röntgenology).....			36	17					26	10	11	6
Medical, senior.....			22	13					13	9	8	5
Medical, senior (bacteriology).....			27	9					12	15	5	4
Medical, senior (Röntgenology).....			18	6					16	2	5	1
Technologist:												
Assistant.....	2	1							2		1	
Cotton, assistant.....	12	2							12		2	
Explosives.....	8	5							8		5	
Junior.....	37	14							37		14	
Milk.....	19	2							19		2	
Paper, assistant.....	9	7							9		7	
Textile, assistant.....	18	5							18		5	

Textile, associate.....	7	4						7		4	
Textile, junior.....	3	1						3		1	
Telephone-clerk-typist.....					14	3			14		3
Tester:											
Airplane engine.....							2	2		2	
Aviation engine.....							1	1		1	
Timber scaler.....			43	19					43	19	
Timekeeper.....					1	1					1
Tinner:							14	12	14	12	
Senior.....							9	9	9	9	
Toxicologist.....	10	4							10	4	
Associate.....	6	3							5	1	1
Transcriber, dictating machine.....					111	38			17	94	31
Transferer:											
Lithographic.....			3	1					3		1
Lithographic, senior.....			4	4					4		
Transitman.....			78	63					78	63	
Translator (or assistant, senior, or principal).....					945	457			613	332	186
Translator-stenographer.....					10	1			2	8	1
Truck driver, motor.....							37	8	37		
Typist:											
Junior.....					3, 222	2, 207			517	2, 705	316
Senior.....					403	213			109	294	40
Verifier, opener and packer.....							482	248	479	3	246
Veterinarian, junior.....	162	143							162		143
Veterinary sanitarian, assistant (or junior).....	139	106							139		106
Village carrier.....					16	8			16		8
Warder.....							56	36		56	36
Warehouseman.....							72	51	72		51
Warehouse trucker, cold storage.....							24	5	24		5
Warehouse watchman.....							5	1	5		1
Welder, acetylene.....							2	1	2		1
Wireworker, airplane.....							5	3	5		3
Miscellaneous:											
Air Service.....							792	530	792		530
Army transport service.....							70	50	70		50
Biological Survey.....							28	11			11
Chemical Warfare Service.....							243	96	204	39	75
Civil-service districts.....							12, 703	8, 940	12, 553	150	8, 801
Custodian service.....							539	378	522	17	364
Engineer department at large.....							3, 734	3, 025	3, 732	2	3, 024
Freedmen's Hospital.....							1	1			1
Indian Service.....							199	138	199		138
Lighthouse Service.....							977	808	977		808
Marine Corps.....							486	420	178	308	154
Mint service.....							1	1			1
Motor-vehicle service.....							524	228	524		228
National Park Service.....							189	118	189		118
Naval air station.....							171	155	170	1	154
Naval service.....							1, 382	989	1, 361	21	971
Navy yards.....							16, 294	13, 058	16, 036	258	12, 870
Ordnance department at large.....							1, 980	1, 037	1, 751	229	854
Post Office Service.....							182	89	182		89

TABLE 1.—Showing, by kinds of examination and sex, the number of persons examined and the number that passed during the year ended June 30, 1928—Continued

Examination	Totals (by groups)								Examined		Passed	
	Professional		Subprofessional		Clerical and general business		Custodial, labor and mechanical					
	Examined	Passed	Examined	Passed	Examined	Passed	Examined	Passed	Male	Female	Male	Female
Miscellaneous—Continued.												
Public Health Service							17	12	17		12	
Quartermaster Corps							2,545	1,966	2,080	465	1,593	373
Reclamation Service							550	433	549	1	432	1
St. Elizabeths Hospital							956	528	674	282	356	172
Veterans' Bureau							641	327	640	1	327	
Weather Bureau							10	4	10		4	
Total for entrance, classified service	7,620	3,987	10,115	5,385	149,551	62,952	64,139	48,002	195,364	36,061	100,195	20,131
For promotion, transfer, and reinstatement									4,115	1,457	2,774	730
Total for classified service									199,479	37,518	102,969	20,861
EXAMINATIONS FOR UNCLASSIFIED POSITIONS												
Cadet, Coast Guard									346			
Designation to Military or Naval Academies									1,844			
District of Columbia:												
Graduate nurse										70		
Medical inspector									25			
Entrance to Naval Academy									1,792			
Foreign Service									221			
Philippine service:												
Pensionado									35			
Teacher									153	165	95	137
Postmaster:												
First and second class									1,223			
Third class									2,568			
Unskilled laborer									7,799	1,637	6,624	1,415
Total for unclassified positions									16,006	1,872		
Aggregate									215,485	39,390		







Book-keeper-typist (2)				2												2		2	1,440-1,680
Bookkeeping-machine operator (2)				7				2	3	2	3					1	1	1	1,200-1,500
Botanist, seed, junior (2)	1																		1,860
Bricklayer (4)																2		2	2,604-4,069
Buffalo keeper, assistant (4)																1		1	1,680
Building repairs, superintendent of, assistant (1)		2													1			2	2,400-2,700
Business manager, assistant to (1)				1											1		1		2,400
Cabinetmaker (4)																			1,500-1,800
Calculating-machine operator (2)				3	5	1				1						4	3	4	1,320-1,380
Calculating-machine operator, junior (2)				54						49		49					5	5	1,140-1,320
Card-punch operator, under (2)				6			1			1		2					4	4	1,120-1,140
Carpenter (4)																			1,212-2,754
Carpenter and concrete worker, foreman (4)					305								81		224		305	1	1,920
Carpenter-foreman (4)					1								1					1	1,640-2,600
Carpenter's helper (4)					9								4		5		9		1,002-1,427
Cement worker (4)					22								4		18		22		1,565-1,740
Chauffeur (4)					2										2		2		960-1,680
Chauffeur-carrier (2)					107	4		7		11			30		66		96		1,700
Checker (2)				57									16		41		57		1,680
Chef (head cook) (4)				1									1				1		1,680
Chemical laboratorian (2)			1										1				1		3,800-4,400
Chemist (1)		2						1		1					1		1		1,860-2,410
Chemist, assistant (1)		34				6		4	1	10	1	8		13		2	21	2	2,400-3,000
Chemist, associate (1)		8				1		2		3		2		3			5		1,500-2,125
Chemist, junior (2)		57				1		14	3	15	3	1		38			39		3,800
Chemist, senior (1)		1												1			1		2,257-2,400
Chemist, textile, assistant (1)		2						1		1		1		1			1		7,500
Chemistry, chief of bureau (1)		1								1									
Clerk:																			
Chief (2)				1								1					1		1,860
Cost accounting, senior (2)				2										2			2		1,680
Editorial (2)				4		1			3	1	3								1,500-1,680
File (2)				15					1		1				4		6	8	1,140-1,320
File, junior (2)				14		6		4	1	10	1	2			1		2	1	1,140-1,320
File, under (2)				45		7		38		45									1,140
Forest and field (2)				23									5		13	5	18	5	1,320-1,860
Forest and field, senior (2)				1											1		1		1,860
Freight transportation rate and traffic, senior (2)				7				1		1		2		4		6			1,860
General (2)				364				1		1		111		191	61	302	61		900-2,800
Machine shop (2)				1								1				1			1,578
Minor (2)				6								2		2	2	4	2		480-1,140
Passenger rate (1)				1										1		1			1,860
Passenger transportation rate and traffic, senior (2)				1				1		1									1,680
Pay and mileage (2)				3								2		1		3			1,500-1,740
Postal (2)				1										1		1			2,016
Property (2)				2								1	1				1	1	1,440-1,500
Railway postal (2)				705								336		369		705			1,850
Receiving (2)				1										1		1			1,500
Statistical (2)				1										1		1			1,680
Statistical assistant (2)				16				2	12	2	12	2					2		1,320-1,500
Statistical, junior (2)				4					4		4								1,320
With knowledge of stenography (2)				1												1		1	1,380

TABLE 2.—Showing for the fiscal year ended June 30, 1928, the number of appointments made from the different examinations, by sex and salary, and whether the appointments were made in the departments at Washington or in the field service. The totals have been arranged to show the classification group in which the examination is placed—Continued

Examination	Number appointed														Entrance salary (per annum)		
	Total (by groups)				Departmental						Field						
	Professional and scientific	Subprofessional	Clerical and general business	Custodial labor, and mechanical	Preference		Civilian		Total		Preference		Civilian			Total	
					Male	Female	Male	Female	Male	Female	Male	Female	Male	Female		Male	Female
Clerk—Continued.																	
Stock (auto spare parts) (2).....			1										1		1		\$2, 100
Telephone (2).....			1														1, 320
Clerk-carrier (2).....			9, 769				1			1	2, 302	2	7, 213	252	9, 515	254	1, 700
Clerk-embalmer (2).....			1														1, 950
Clerk-typist, under (2).....			41		2		27	11	29	11	1				1		1, 140-1, 320
Commercial agent, assistant (2).....			8								3		5		1		1, 500-1, 680
Commissioner, deputy (1).....			15								4		11		15		5, 200
Commodity supervisor, junior (2).....			1												1		1, 500
Computer (2).....		3											2	1	2	1	1, 860
Computer, assistant (2).....		1											1		1		1, 400
Computing aid, assistant (2).....			2												1		1, 500
Construction foreman (1).....			6											2		2	1, 800-2, 160
Copy puller (2).....				54			54		54		5		1		6		900
Cotton classer's helper (2).....		3			1						2				2		1, 500
Cotton-classing specialist (1).....	8									1			6		8		3, 800
Cotton samples, handler of (4).....				1							2				1		1, 140
Cotton textile mill overseer, experimental (1).....		2			1		1		2				1		1		2, 100
Crop and livestock estimator, associate (1).....	1										1				1		3, 000
Crop and livestock estimator, junior (2).....	5										2		3		5		1, 560-2, 100
Custodian, assistant (2).....				2							1				2		1, 860
Dairyman (2).....		9															1, 380
Dairyman, head (2).....		1									5		4		9		1, 620
Deck hand (4).....				4							2		2		1		1, 200-1, 680
Dental hygienist (1).....		3										1					1, 320-1, 500
Dentist, associate (1).....	4													2		3	1, 860-3, 000
Dictating machine transcriber (2).....			12				9		9		3		1		3	3	1, 320-1, 500
Dietitian (1).....		46														46	1, 680-1, 860
Draftsman:														46			
Aeronautical, detail (1).....		1											1		1		1, 819
Aeronautical, junior (1).....		3											3		3		1, 320-1, 560

\$2, 100  
1, 320  
1, 700  
1, 950  
1, 140-1, 320  
1, 500-1, 680  
5, 200  
1, 500  
1, 800  
1, 400  
1, 500  
1, 800-2, 100  
900  
1, 500  
3, 500  
1, 140  
2, 100  
3, 000  
1, 500-2, 100  
1, 800  
1, 380  
1, 620  
1, 200-1, 680  
1, 320-1, 500  
1, 800-3, 000  
1, 320-1, 500  
1, 680-1, 800  
1, 819  
1, 320-1, 500

Aeronautical laboratory (1)	2							2	2	1,680
Aeronautical, detail (1)	2						1	1	2	1,819
Aeronautical, senior (1)	4							4	4	1,680-2,400
Architectural (1)	4							2	3	1,500-1,680
Architectural, design (1)	1							1	1	2,520
Architectural, senior (1) and (2)	4		2	2	4					1,860-2,000
Architectural and structural steel, principal (1)	8			3	3		2	3	5	1,860-2,100
Copyist (1)	21						1	20	21	1,020-1,819
Electrical, design (1)	1							1	1	3,024
Electrical, detail (1)	2							2	2	1,819-2,257
Engineering (1)	2							2	2	1,740-2,103
Engineering, assistant (1)	2						1	1	2	1,500-1,560
Engineering, principal (1)	3						2	4	3	2,100-2,400
Engineering, senior (1)	5		1		1			1	4	1,800-1,920
Marine electrical, design (1)	1							1	1	2,520
Marine engine and boiler (1)	1							1	1	2,520
Marine engine and boiler, design (1)	5							5	5	2,520-3,177
Marine engine and boiler, detail (1)	1							1	1	2,388
Mechanical (1)	7			1			2	4	6	1,500-1,740
Mechanical, assistant (1)	2		1					1	1	1,680
Mechanical, chief (1)	5							5	5	2,400-3,000
Mechanical, design (1)	2						1	1	2	2,520
Mechanical, detail (1)	6						2	4	6	1,500-1,819
Mechanical, junior (1)	3						1	2	3	1,320-1,380
Mechanical, principal (1)	7						2	5	7	2,100-2,500
Mechanical, senior (1)	14			1		1	3	10	13	1,800-2,400
Mechanical, for ship work, design (1)	2							2	2	2,100-2,520
Mechanical, for ship work, detail (1)	2							2	2	1,819-1,950
Metal furniture (1)	1							1	1	2,520
Ship, design (1)	13						2	11	13	2,520
Ship, detail (1)	8						2	6	8	1,819-2,700
Ship piping, design (1)	1							1	1	2,520
Structural (1)	2						1	1	2	1,680-2,040
Structural, assistant (1)	1						1	1	1	1,800
Structural, design (1)	3						1	2	3	2,400-2,695
Structural, detail (1)	1						1	1	1	1,950
Structural (masonry structure) (1)	1						1	1	1	2,400
Topographic (1)	2			1		1			1	1,680-2,520
Topographic, assistant (1)	5		1	3		4		1	1	1,500-1,560
Topographic, junior (1)	12		1	3	4	4	4	4	4	1,320-1,500
Topographic and mechanical, senior (1)	1							1	1	2,100
Topographic and subsurface, design (1)	1							1	1	2,520
Draftsman apprentice (1)	20			2	1	2	1	16	17	900-1,200
Draftsman-illustrator, senior (1)	1							1	1	2,000
Draftsman and instrument man (1)	1							1	1	2,100
Draftsman-photographer (1)	1						1	1	1	1,620
Driver mechanic (4)			340				122	218	340	1,020-1,600
Drug control, chief of (1)	1			1		1				5,200
Druggist (2)	4						2	2	4	1,900-1,860
Druggist's assistant (2)	2						2	2	2	1,140-1,500
Dynamo tender (4)			2	1		1		1	1	1,140-1,620

<sup>1</sup> Part time.





Agricultural, associate (1)	3							3		3	3,000
Agricultural, junior (2)	3				1		1		2	2	1,860
Architectural, assistant (1)	6		1		1		2	2	2	4	1,860-2,400
Architectural, associate (1)	1								1	1	2,700
Army Transport, second assistant (1)		1						1		1	1,950
Army Transport, third assistant (1)		2						1	1	2	1,950-2,250
Cartographic, junior (1)	8		3		5		8				1,860
Chemical, assistant (1)	1								1	1	2,400
Chemical, associate (1)	1								1	1	3,000
Chemical, junior (2)	5			1		1			4	4	1,860-2,100
Chemical (pulp and paper), senior (1)	1								1	1	5,400
Civil, assistant (1)	36		2		2		4	15	17	32	2,100-2,700
Civil, associate (1)	8		1				1	3	4	7	2,400-4,000
Civil, junior (2)	65			9			9	3	53	56	1,860-2,254
Construction, associate (1)	4							1	3	4	2,400-3,000
Dust explosion prevention, assistant (1)	1		1				1				2,400
Electrical, assistant (1)	2		1				1	1		1	2,400
Electrical, associate (1)	2							1		1	3,000-3,300
Electrical, junior (2)	9				1		1	8		8	1,860-1,994
Fuel, assistant (1)	2							1	1	2	2,400
Highway, associate (1)	1							1		1	3,000
Highway bridge, associate (1)	4		2		1		3	1		1	3,000
Hydroelectric (1)	1								1	1	4,800
Instrument, associate (1)	1			1		1					3,000
Mechanical (aircraft power plant), assistant (1)	1							1		1	2,800
Mechanical, assistant (1)	2								2	2	2,400
Mechanical, associate (1)	3		1			1		1	1	2	2,400-3,000
Mechanical, junior (2)	27		2		2		4	3	20	23	1,860-2,257
Mining (1)	1								1	1	3,800
Mining, assistant (1)	3							2	1	3	2,400
Mining, associate (1)	2							1	1	2	3,000
Mining, junior (2)	1								1	1	1,860
Natural gas (1)	1							1		1	3,000
Naval ordnance, junior (2)	1		1			1					1,860
Ordnance (propellant), assistant (1)	1							1		1	2,400
Ordnance, senior (1)	1								1	1	5,000
Petroleum, assistant (1)	2								2	2	2,400
Petroleum, associate (1)	1								1	1	3,000
Radio, assistant (1)	4							4		4	2,400-2,410
Radio, associate (1)	4							2	2	4	2,400-3,500
Radio, junior (2)	1								1	1	1,860
Railroad equipment (1)	1								1	1	4,000
Structural (aircraft), associate (1)	1							1		1	3,500
Structural, assistant (1)	8									1	2,400
Structural steel and concrete, junior (2)	2		3		4		7	1		1	1,860-1,980
Engineer and deck officer, junior (2)	17			1		1			1	1	1,860-2,000
Engineering aid (2)		15			5		15		17	17	1,860
Engineering aid, field (surveyor and draftsman), senior (1)		2			2		2				1,860
Engineering aid, senior (2)		1			1		1				1,860
Engineering field aid		26						4	22	26	900

TABLE 2.—Showing for the fiscal year ended June 30, 1928, the number of appointments made from the different examinations, by sex and salary, and whether the appointments were made in the departments at Washington or in the field service. The totals have been arranged to show the classification group in which the examination is placed—Continued

Examination	Number appointed														Entrance salary (per annum)		
	Total (by groups)				Departmental						Field						
	Professional and scientific	Subprofessional	Clerical and gen- eral business	Custodial, labor, and mechani- cal	Preference		Civilian		Total		Preference		Civilian			Total	
					Male	Female	Male	Female	Male	Female	Male	Female	Male	Female		Male	Female
Engineering inspector-foreman, senior (1)	8										5		3		8	\$1,860	
Engineering inspector-superintendent, chief (1)	5										2		3		5	2,400	
Engineering, sanitary technical, assistant in (2)	1												1		1	2,100	
Engineman:																	
Filtration and pumping plant, assistant (4)				1									1		1	1,500	
Marine, first assistant (1)				8							6		2		8	1,980-2,040	
Marine, gasoline (4)				13							3		10		13	1,140-2,040	
Marine steam (4)				13							4		9		13	1,680-2,400	
Refrigerating (4)				3							2		1		3	1,230-1,530	
Refrigeration, second class (4)				5							2		3		5	1,320-1,680	
Refrigeration, third class (4)				5							1		4		5	1,320-1,740	
Steam electric, chief (4)				4									4		4	1,500-2,400	
Steam electric, first class (4)				10							5		5		10	1,440-2,400	
Steam electric, second class (4)				28							12		16		28	1,500-2,200	
Steam electric, third class (4)				26							15		11		26	1,200-1,680	
Steam, second class (4)				3							15		3		3	1,440-1,500	
Engraver, assistant (1)		1											1		1	2,400	
Engraver, photo (1)		1					2		2							3,005	
Entomologist, assistant (1)	7						1		1		3		3		6	2,400	
Entomologist, associate (1)	2				1				1				1		1	3,000	
Entomologist, junior (2)	13										4		9		13	1,860	
Examiner:																	
Civil service, assistant (1)	3				1		2		3							1,320-2,400	
Civil service, associate (1)	1												1		1	2,700	
Civil service, junior (2)			9				1	8	1	8						1,320-1,500	
Claims (2)			6								5		1		6	2,100-2,400	
Formal cases, assistant (2)	5				4				4		1				1	2,400	
Formal cases, associate (2)	4				2		2		4							3,000	
Naturalization (law) (2)	3										3				3	2,100	
Patent, associate (1)	1						1		1							3,000	
Patent, junior (2)	85				12		73		85							1,860	

Warehouse, assistant (1)			7						5		2		7		2,400
Warehouse, junior (2)			1						1				1		1,860
Examiner and investigator (1)			5						2		3		5		2,400
Exhibits assistant, junior (1)			1								1		1		2,400
Fabric worker, aircraft (4)				17					11		6		17		1,260-1,800
Fabric worker's helper, aircraft (4)				6							6		6		900-1,320
Farm manager (4) and (1)			1								1		1		1,860
Farmer (4)	19								9		10		19		1,380
Filter operator (4)				1							1		1		1,200
Fingerprint classifier, assistant (2)			3		2			2	1				1		1,500
Fire department, lieutenant (4)				1							1		1		1,320
Fire department, private (2)				23	9		14		23						1,800
Fire fighter (4)				17						12	5		17		1,320-1,560
Firemen:															
Marine (4)				45					9		36		45		1,260-1,680
Stationary (4)				267	3		8		11		163		256		720-1,680
Stationary (high-pressure plant) (4)				6			2		2		4		4		1,140-1,560
Fireman-helper (4)				1					1		1		1		1,320
Fireman-mechanic (4)				1							1		1		1,440
Fish culturist, apprentice (2)										5	16		21		900-1,140
Floating equipment, foreman (4)		21		1							1		1		1,860
Forage and fuel master (2)										1			1		1,080
Forest fire prevention lecturer (2)			1								1		1		2,000
Forest ranger (2)		56							25		31		56		1,620-2,000
Forester, junior (2)	42								5		37		42		1,800-2,100
Foundry helper (4)				1							1		1		1,252
Game warden, forest (4)				2							2		2		1,320-1,440
Game warden, forest, junior (4)				3					1		2		3		1,140
Garageman-driver (4)				93					41		52		93		1,550
Gardener (2)		5							1		4		5		1,140-1,680
Gardener, assistant (4)		5			2		3		5						1,140
Geographer, assistant (1)	1							1	1						2,400
Geologist, junior (2)	2				1				1		1		1		1,860
Geophysicist, senior (1)	1						1		1						5,200
Glass blower (4)		1								1			1		2,100
Glass blower, senior (1)		4					1		1						1,860
Government Printing Office apprentice (2)				23	2		21		23						826-1,002
Grain sampler (2)		1									1		1		1,680
Graphotype operator (2)			4				2	1	2	1		1	1	1	1,140
Guard (3) and (2)				196	44		13		57		119		139		600-1,440
Guard, chief (2)				1					1		1		1		1,440
Guard, forest (2)				4					2		2		4		1,500-1,680
Guard, penal and correctional institutions (2)				92					71		21		92		1,500-1,740
Handyman (4)				115					28		87		115		900-2,003
Harness maker (4)				7					2		5		7		1,252-1,468
Hide specialist, assistant (1)	1						1		1						2,400
Home economics education, Federal agent (1)	1							1		1					3,800
Horticulturist (1)	1				1				1						3,800
Horticulturist, associate (1)	1				1				1						3,000
Hospital attendant (psychiatric), head (2)		1							1				1		1,860
Housekeeper (1)				1									1	1	1,320
Indexer, head (1)			2									2		2	2,100-2,400

TABLE 2.—Showing for the fiscal year ended June 30, 1928, the number of appointments made from the different examinations, by sex and salary, and whether the appointments were made in the departments at Washington or in the field service. The totals have been arranged to show the classification group in which the examination is placed—Continued

Examination	Number appointed															Entrance salary (per annum)
	Total (by groups)				Departmental						Field					
					Preference		Civilian		Total		Preference		Civilian		Total	
	Professional and scientific	Subprofessional	Clerical and general business	Custodial, labor, and mechanical	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	
Insect control, field supervisor in (2)				21							6		15		21	\$2, 100
Inspector:																
Aircraft, assistant (1)			4								1		3		4	1, 994
Airplane and airplane engines (1)				12							8		4		12	1, 680-2, 700
Antinarcotic act (1)			2								2				2	2, 100
(Boilers) (local and assistant) (3)				4							1		3		4	2, 700-3, 000
(Construction) (1)			1										1		1	2, 100
(Construction) (dredging), assistant (1)			5								2		3		5	2, 328
Customs border (2)				10							9		1		10	1, 860
(Engineering material), assistant (1)			3								1		2		3	1, 994-2, 257
(Hull material), assistant (1)				3							2		1		3	1, 994-2, 125
(Hulls) (local and assistant) (2)				5							3		2		5	2, 700-3, 000
Immigrant (2)				75							52		23		75	1, 860
Immigration patrol (2)				221							173		48		221	1, 680
(Material and construction) (1)			1										1		1	2, 000
Mechanical, assistant (1)			1								1				1	2, 254
(Metal parts) (1)				1							1				1	2, 400
Radio, assistant (2)		10									8		2		10	1, 860-2, 100
Sanitary, assistant (2)				1							1				1	1, 800
Sanitary, junior (2)				11							3		8		11	1, 200-1, 620
(Shoes and leather) (3)			13								2		11		13	2, 529
(Signal Corps equipment) (1)			1								1				1	2, 400
Surveillance, junior		1											1		1	1, 500
Instructor:																
Airplane mechanic (1)		1									1				1	2, 100
(Horseshoeing) (4)		1									1				1	1, 500
Shop subjects (1)		14									7		7		14	1, 860-2, 100
Instructor-foreman, shoe factory (1)		1											1		1	2, 400
Instrument maker (1)		7									1		6		7	1, 402-2, 229
Instrument maker, aeronautical (1)		2													2	1, 620-2, 000
Instrument man (1)		8									3		5		8	1, 860-2, 128



Intelligence Unit, special agent (2)			24						7		17		24	2, 400-3, 000
Interpreter, Spanish (2)			1								1		1	1, 440
Ironworker (4)				11					6		5		11	2, 003
Ironworker's helper (4)				16					2		14		16	1, 252-1, 502
Janitor (2)				8	1				1		4		5	900-1, 680
Laboratory aid (2)		2							1		1		2	1, 200-1, 500
Laboratory apprentice, minor (2)		21					19		19		2		2	900-1, 140
Laboratory apprentice, under (2)		5					5		5					900-1, 140
Laboratory attendant (3)				7					4		3		7	960-1, 380
Laboratory technique, senior aid in (2)		2					2		2					1, 860
Laborer, classified (2)				33					21		12		33	1, 320
Laborer-fumigator (4)				6					5		1		6	1, 140-1, 560
Laborer (janitor), junior (4)				424					143		281		424	840-1, 260
Laborer (janitor), senior (4)				3					2		1		3	1, 140-1, 240
Laborer, mechanic's (4)				6					1		5		6	1, 260-1, 500
Laborer (Postal Service) (2)				667					271		396		667	1, 500
Laborers, foreman of (4)				9					5		4		9	1, 140-1, 560
Lampist (4)				3					2		1		3	1, 320
Launch operator (4)				1					1				1	1, 500
Laundry superintendent (4)				6					3		3		6	1, 628
Laundry worker (4)				66					5	2	19	40	24	480-1, 740
Lay inspector, assistant (2)		126							41		85		126	1, 500
Librarian, hospital (2)		6									6		6	1, 500-1, 680
Librarian, hospital, assistant (2)		2									2		2	1, 500
Librarian, junior (2)	7								1		2		1	1, 500-1, 860
Library aid (2)		2							2					900
Library assistant (2)		3							2					1, 320-1, 500
Library assistant, junior (2)		7				2			2				3	1, 320-1, 500
Library assistant, minor (2)		1							1					1, 140
Library assistant, under (2)		11			2		1	4	3		4		2	1, 140-1, 500
Lithographer, artistic, junior (1)		1			1				1				2	1, 320
Lithographer, mechanical, apprentice (2)		1					1		1					1, 140
Lithographic transferrer, senior (1)		4			2		2		4					1, 860
Loom fixer (3)				1							1		1	1, 500
Machine repairman, sewing (4)				2					2				2	1, 500
Machinist (4)		4		71					20		55		75	1, 628-2, 254
Machinist, electrical (4)				1							1		1	1, 800
Machinist, tool room, expert (4)				3					3				3	1, 620
Machinist's helper (4)		1		21					5		17		22	900-1, 320
Marketing specialist (1)			4		1		1		2		2		2	3, 000-3, 600
Marketing specialist, assistant (1) and (2)			18						7		11		18	2, 100-3, 300
Marketing specialist, junior (2)			9						2		7		9	1, 860
Mason (4)				2							2		2	1, 560-1, 620
Master (4)				11							11		11	1, 800-2, 280
Master-pilot (4)				13					2		11		13	1, 740-3, 200
Mate (4)				20							20		20	1, 200-2, 600
Mathematician, junior (1)	1						1		1			25	25	1, 860
Matron (2)				25					2		12		14	900-1, 140
Meat cutter (4)				14										1, 020-1, 680
Mechanic:														
Aeronautical (4)				1					1				1	1, 560
Airplane (4)				28					23		5		28	1, 080-2, 040
				1							1		1	2, 140

TABLE 2.—Showing for the fiscal year ended June 30, 1928, the number of appointments made from the different examinations, by sex and salary, and whether the appointments were made in the departments at Washington or in the field service. The totals have been arranged to show the classification group in which the examination is placed—Continued

Examination	Number appointed														Entrance salary (per annum)		
	Total (by groups)				Departmental						Field						
	Professional and scientific	Subprofessional	Clerical and general business	Custodial, labor, and mechanical	Preference		Civilian		Total		Preference		Civilian			Total	
					Male	Female	Male	Female	Male	Female	Male	Female	Male	Female		Male	Female
Mechanic—Continued.																	
Automobile, apprentice (2)				1										1		1	\$1, 320
Automobile and gasoline-launch repair (4)				1										1		1	1, 320
Automobile, general (4)				58							26		32		58		1, 440-2, 040
Automobile, senior (4)				3	1		1		2				1		1		1, 500-2, 100
Automobile, special (4)				4							2		2		4		1, 500-2, 100
Automotive (4)				2							1		1		2		1, 680-2, 100
Aviation engine (4)				34							26		8		34		1, 200-2, 254
Aviation engine, foreman (3)				1							1				1		2, 400
Laboratory, assistant (4)				1									1		1		1, 500
Laboratory, dental (1)		4															1, 200-1, 860
General (4)				14							1		3		4		1, 320-1, 500
General, junior (4)				4							2		8		14		1, 380-1, 860
Maintenance, general (4)				2							2		2		4		1, 620-1, 680
Navy yard (4)				7, 741							2, 238		5, 503		7, 741		
Principal (4)				1							1				1		2, 100
Public works, master (2)				1							1				1		3, 756
Subordinate (2)				27	2		25		27								900
Mechanic's helper:																	
Aeronautical (4)				2							1		1		2		1, 080-1, 260
Airplane (4)				15							4		11		15		1, 020-1, 500
Automobile (4)				5			2		2		2		1		3		1, 020-1, 600
Aviation engine (4)				16							7		9		16		900-1, 320
Elevator (4)				1							1				1		1, 440
General (4)				1									1		1		1, 140
Mechanician:																	
Airway (3)				21							19		2		21		2, 100
Electrical (4)				1									1		1		2, 100
Traveling (4)				1									1		1		2, 400
Medical interne (psychiatric) (1)	4										2		2		4		1, 860

Medical officer (1)	33			1			1		23		7	2	30	2	1,860-3,800
Medical officer, assistant (1)	20			1			1		5		12	2	17	2	1,260-3,800
Medical officer, associate (1)	50						1		37		6		49		1,257-3,800
Medical officer (interne), junior (1)	14								7		2	1	13	1	1,860
Merchandise (general), examiner of (2)		2									2		2		3,000
Messenger, assistant (2)			152	2		147	1	149	1		2				600-900
Messenger boy and girl (2)			221						1		195	25	196	25	600-1,140
Messenger, junior (2)			82		81		81				1		1		600-751
Messenger and skilled laborer (2)			11	4	7		11								900-1,020
Metallurgical laboratorian (2)		1									1		1		1,455
Metallurgist, assistant (1)	3										3		3		2,400-2,410
Metallurgist, associate (1)	2								1		1		2		2,410-2,651
Metallurgist, junior (2)	4										4		4		1,687-1,860
Meteorology, observer, junior (2)		66			3		3		10		53		63		1,320
Meteorology, observer, minor (2)		41							3		38		41		900
Meteorology, observer, under (2)		2									1		2		1,140
Millwright's helper (4)			1								3		3	2	1,560
Mimeograph operator (2)			5								1	2	1		1,117-1,500
Motion picture camera man, assistant (2)			1		1		1				1		1		1,500
Motion picture photographer and operator (2)			1												1,680
Multigraph operator (2)			3		1				2				2		1,320
Multigraph operator, junior (2)			3			1		1	1		1		2		1,320-1,380
Music teacher (1)		3										3		3	1,500
National Zoological Park keeper, assistant (4)			1								1		1		2,400
Naturalist, park (2)				3	2	1		3							1,140
Nautical assistant (2)	4								1		3		4		2,100-3,000
Naval stores classifier, assistant (1)		1									1		1		1,320
Naval stores field station superintendent (2)	2								1		1		2		2,400
Negative cutter, junior (1)		1	1						1				1		1,500
Normal training department, principal (2)		1									1		1		1,500
Nurse:												1		1	2,100
Graduate (1)		485					1		1	67	3	414	3	481	1,680-2,600
Graduate (visiting duty) (1)		2								1		1		2	1,440-1,680
Head (1)		7									7				1,140-1,500
Practical (2)		1										1		1	1,380
Student (1)		5										5		5	648
Trained (2)		31							1	2		28	1	30	1,440-1,500
Nurseryman (1)		1									1		1		1,500
Occupational therapy aide (1)		23							4	1		18	4	19	1,140-1,860
Oiler (4)			76						18		58		76		1,277-2,100
Opener and packer (verifier) (2)			38						18		20		38		1,320-1,500
Ordnance department at large, apprentice (2)			4								4		4		576-651
Packer (4)			28						8		20		28		783-1,452
Packer (hospital supplies), chief (2)			1						1				1		1,500
Painter (4)			79	3			3		25		51		76		1,080-2,817
Painter, foreman (4)			1								1		1		1,320
Painter (sign writer) (4)			1								1		1		1,320
Painter's helper (4)			17						6		11		17		900-1,320
Paper maker, assistant (1)		1									1		1		1,500
Paper maker (laboratory mechanic), junior (4)			1								1		1		1,320
Parachute mechanic's helper (4)			1								1		1		1,500

1 Part time.

TABLE 2.—Showing for the fiscal year ended June 30, 1928, the number of appointments made from the different examinations, by sex and salary, and whether the appointments were made in the departments at Washington or in the field service. The totals have been arranged to show the classification group in which the examination is placed—Continued

Examination	Number appointed															Entrance salary (per annum)	
	Total (by groups)				Departmental						Field						
	Professional and scientific	Subprofessional	Clerical and general business	Custodial, labor, and mechanical	Preference		Civilian		Total		Preference		Civilian		Total		
					Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male		Female
Pathologist (1)	1												1			\$4, 000	
Pathologist, assistant (1)	2										1		1		2	2, 400	
Pathologist (cotton diseases), junior (2)	1										1				1	1, 860	
Pathologist (forest diseases), junior (2)	2						1		1				1		1	1, 860	
Pharmacist (2)	6										5		1		6	1, 200-2, 100	
Pharmacist, junior (2)		2									1		1		2	1, 860-2, 500	
Pharmacologist (1)	1												1		1	3, 600	
Pharmacologist, senior (1)	1										1			1	1	4, 000	
Photographer (2)			2			1			1		1				1	1, 680	
Photographer, assistant (2)			4		1				1		1		2		3	1, 140-1, 500	
Photographer, junior (2)			1				1		1							1, 140	
Photostat operator (2)			1										1		1	1, 320	
Photostat operator, junior (2)			3				2		2		1				1	1, 140-1, 320	
Physical director (1)		1									1				1	1, 680	
Physical director, senior (1)		2									2				2	1, 860	
Physicist (1)	7						3		3		2		2		4	3, 000-4, 400	
Physicist, assistant (1)	6					1	3		4		2		2		2	1, 860-2, 400	
Physicist, associate (1)	4					1	2		3				1		1	1, 860-3, 000	
Physicist, junior (2)	16					1	6		7		2		6	1	8	1, 860-2, 000	
Physiologist, junior (2)	1						1		1							1, 860	
Physiotherapy aide (2)		7									2		1	4	3	1, 680-1, 800	
Physiotherapy assistant (2)		6									4		2		6	1, 320-1, 560	
Physiotherapy pupil aide (2)		6									2	1	1	2	3	1, 320	
Pilot (4)				5							3		2		5	1, 500-2, 900	
Pilot, airplane test (1)				1									1		1	3, 600	
Pilot (motor launch) (4)				1									1		1	1, 200	
Pipe fitter (4)				11							4		7		11	1, 500-2, 379	
Pipe fitter's helper (4)				3							1		2		3	1, 252-1, 452	
Plant ecologist, junior (2)	1							1	1							1, 860	
Plant pathologist, associate (1)	1										1				1	3, 000	

Plant physiologist, assistant (1).....	2				1			1			1			1			2,000-2,400
Plant quarantine administrator, senior (1).....	1				1						1			1			5,200
Plant quarantine inspector (2).....	6									5			1	6			1,860
Plasterer, senior (4).....				1				1									1,680
Plumber (4).....			24	2				2		11		11		22			1,500-2,400
Plumber and steam fitter (4).....			3	2				2		2		1		3			1,800
Plumber's helper.....			20			1		1		5		14		19			1,140-1,620
Policeman (Metropolitan police department) (2).....			69	40		29		69									1,700-1,800
Policeman (ship keeper) (2).....			22							20		2		22			1,320-1,402
Postmaster, assistant (1).....			2							1		1		2			2,200-2,600
Postmaster, fourth class (2).....			3,942							119		11		2,249		1,563	109-1,108
Poultry foreman (2).....				1						1				1			1,500
Poultry husbandman, junior (2).....	1									1				1			1,860
Poultryman (2).....			4							3		1		4			1,140-1,380
Poultryman, assistant (2).....			2							1		1		2			1,140
Poultryman, head (2).....			1							1		1		1			1,500
Power plant foreman.....				1								1		1			3,130
Power station operator (4).....				1								1		1			1,500
Predatory-animal control, assistant leader (2).....			2									2		2			1,860
Press feeder, lithographic (4).....			2			1		1				1		1			1,140-1,500
Printer:																	
Hand compositor (1).....			8			4		4									1,860-2,504
Job (1).....			2							2				2			1,680
Linotype operator (1).....			3									2		2			2,040-2,400
Monotype keyboard operator (1).....			3				1	2	1	2							2,629
Proof reader (1).....			12			1	5	6	6	6							1,860-2,629
Slug-machine operator (1).....			2		1	1		1	1	1		1		1			2,100-2,629
Printer's assistant (2).....				3								1					1,127
Probation officer (2).....										2		1		3			2,400
Procurement planning assistant (1).....	1											1		1			2,400
Prohibition administrator (1).....			7							3		4		7			4,800-6,000
Prohibition administrator, deputy (1).....			22							7		15		22			3,000-4,600
Prohibition administrator (enforcement work), assistant (1).....				2						1		1		2			3,300-5,600
Prohibition administrator (permissive work), assistant (1).....			5							2		3		5			4,200-5,600
Pump operator (4).....				5						2		3		5			1,500-1,740
Pump man (4).....				8						4		4		8			1,320-2,400
Punch card and tabulating machine operator (2).....			1									1		1			1,320
Purchasing agent, junior (2).....			1									1		1			1,500
Quartermaster (4).....				13						1		12		13			1,260-1,980
Radiator repair man (4).....				2						1		1		2			1,740-1,800
Radio operator (1) and (3).....			35							10		25		35			1,800-2,100
Radio service, chief of (1).....	1				1				1								3,800
Ranch foreman (4).....				1								1		1			1,860
Range examiner, junior (2).....			4							1		3		4			1,800-1,860
Range rider (4).....				1								1		1			1,440
Ranger, park (2).....			49							17		32		49			1,200-2,100
Refrigeration operator (4).....				2						2				2			1,320-1,800
Road construction foreman, general (1).....				1								1		1			2,400
Road construction and quarry foreman (1).....				1								1		1			2,100
Road foreman (mountain road and trail construction) (4).....					3						1		2		3		1,620-1,860



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	Total (by groups)				Departmental						Field						
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					Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male		Female
Röntgenology, laboratorian in, assistant (1).....		2									2				2	\$1,500	
Röntgenology, medical technician in (1).....		4									1		3		4	1,500-1,860	
Röntgenology, medical technician in, senior (1).....		5									4		1		5	1,680-1,860	
Rural carrier (2).....			808													864-2,910	
Sailmaker (4).....				2							374		420	14	794	1,440-1,800	
Scale expert, automatic (2).....				1								1			1	2,100	
Scientific aide, assistant (2).....		11					4		4				7		7	1,320-1,500	
Scientific aide (cotton marketing) (2).....		5					2		2			1	2		3	1,500-1,680	
Scientific aide, junior (2).....		14			1		7	2	8	2		2	2		4	1,140-1,440	
Scientific aide, principal (1).....		4						2		2			2		2	1,860-2,100	
Scientific aide, senior (2).....		2											1	1	1	1,860	
Scientific aide, shellfish sanitation, junior (2).....		1											1		1	1,500	
Scientific helper, minor (2).....		13					11		11				2		2	900	
Scientific helper, under (2).....		6					1		1				5		5	1,140-1,320	
Seamstress (4).....				7										7	7	720-1,020	
Sewing machine operator, power (4).....				58				58		58						1,127	
Sheet metal worker (4).....				8							3		5		8	1,200-2,304	
Sheet metal worker's helper (4).....				4							1		3		4	1,140-1,320	
Silviculturist, assistant (1).....	5										2		3		5	2,400	
Silviculturist, associate (1).....	1												1		1	3,000	
Social worker, junior (1).....		2											2		2	1,680	
Social worker, psychiatric (1).....		27										1		26	27	1,860	
Statistician, assistant (1).....	1							1		1						2,400	
Statistician, associate (1).....	1													1	1	3,000	
Steam fitter (4).....				5	1				1				4		4	1,500-2,003	
Steam fitter-fireman (4).....				1							1				1	1,500	
Steam fitter's helper (4).....				5							2		3		5	1,140-1,440	
Stenographer, junior (2).....			1,196		1	4	33	336	34	340	20	6	101	695	121	780-2,200	
Stenographer, senior (2).....			87		1		4	11	5	11	3		7	61	10	1,200-2,200	
Stenographer, principal (2).....			4				2	1	2	1	1				1	1,500-1,920	
Steward (4).....				35							9		26		35	1,080-1,980	

Steward, second (4)			1							1		1		1,512
Steward, third (4)			4						2	2		4		1,272
Stewardess (4)			1										1	912
Stockman-checker (2)			26						16	10		26		1,127-1,402
Storekeeper (2)			28						16	12		28		1,032-1,560
Storekeeper, medical supplies (2)			1						1			1		1,320
Storekeeper, prison (2)			1						1			1		1,920
Storekeeper, steward's department (2)			1						1			1		1,032
Storekeeper, subsistence stores (2)			3						2	1		3		1,320
Storekeeper's helper (4)			8						3	5		8		1,140-1,452
Storeman (2)			19						8	11		19		1,140-1,427
Subclerical (2)			211						108	98	5	206	5	600-1,722
Sugar sampler (2)			2									2		1,500
Surgeon's assistant (1)		15							3					1,140-1,500
Surveyor (2)		1							1			1		2,500
Surveyor-draftsman, assistant (1)		1							1			1		1,500
Tabulating-machine operator, junior (2)			5		2	3	2	3						1,320
Tariff examiner, transportation (2)			7		5	1	6	1				1		1,860-2,100
Taxidermist, junior (2)		1				1	1							1,320
Teacher:														
Agriculture (2)	1				1		1							1,860
Agriculture, assistant (2)	1									1		1		1,740
Home economics (2)		14				14		14						1,380-1,860
Indian Service (2)		122						10	2	23	87	33	89	1,200-1,740
Power sewing (1)		1									1		1	1,800
Technologist:														
Cotton (1)	1				1		1							3,800
Cotton, assistant (1)	1									1		1		2,400
Fish, assistant (1)	1			1			1							2,400
Helium, associate (1)	1								1			1		3,002
Milk (1)	1									1		1		3,800
Paper, assistant (1)	2				1		1		1			1		2,400
Paper, junior (2)	1				1		1							1,860
Petroleum, assistant (1)	1								1			1		2,400
Petroleum, junior (2)	3								1	2		3		1,860
Sugar (1)	1			1			1							3,800
Textile, assistant (1)	1			1			1							2,400
Wood, assistant (1)	1								1					2,400
Telegraph operator (1)			9	2	2	1	4	1	1	3		4		1,903
Telephone operator (2)			2							1	1	1		840-1,140
Telephone operator, junior (2)			68			5		5	1	1	4	57	58	840-1,320
Timber scaler (2)		12							6		6		12	1,680
Time laboratory laboratorian (2)		1							1				1	1,578
Tinner (4)			5							5		5		1,540-2,003
Tinner's helper (4)			1							1		1		1,440
Tinsmith (4)			5							5		5		1,578-2,119
Tinsmith's helper (4)			6						1	5		6		1,177-1,487
Tinsmith's and sheet metal worker's helper (4)			2						1	1		2		1,320
Toolmaker (4)			20						2	18		20		1,377-2,138
Toolroom attendant (2)			1						1			1		1,320
Toxicologist, assistant (1)	1									1		1		2,400

1 Part time.

TABLE 2.—Showing for the fiscal year ended June 30, 1928, the number of appointments made from the different examinations, by sex and salary, and whether the appointments were made in the departments at Washington or in the field service. The totals have been arranged to show the classification group in which the examination is placed—Continued

Examination	Number appointed														Entrance salary (per annum)		
	Total (by groups)				Departmental						Field						
	Professional and scientific	Subprofessional	Clerical and general business	Custodial, labor, and mechanical	Preference		Civilian		Total		Preference		Civilian			Total	
					Male	Female	Male	Female	Male	Female	Male	Female	Male	Female		Male	Female
Toxicologist, associate (1)	1													1		\$3,000	
Tracer, mechanical drawing (1)		3											3			900	
Trade and industrial education, agent in (1)		1										1			1	3,800	
Transitman (2)		18										3			18	1,200-1,680	
Translator (Italian-Greek), senior (2)			1				1		1					15		1,800	
Translator, principal (2)			3				1	2	1	2						1,800	
Truck driver (4)				12								4		8		1,080-1,500	
Twisting and spooling department, foreman, assistant (3)				1											1	1,800	
Typewriter repair man (4)				3			1		1				1		2	1,240-1,960	
Typist, junior (2)			790		6	5	47	191	53	196	21	7	119	394	140	600-2,100	
Typist, senior (2)			130				17	41	17	41	4		17	51	21	1,117-1,980	
Typist (office helper) (2)			1										1		1	1,080	
Typist-translator, junior (2)			1											1		1,140	
Utilities, foreman of (3)			1													2,040	
Veterinarian, junior (2)	78										38			40	78	1,800	
Veterinary sanitarian (dairy), assistant (2)	4										3		1		4	1,860-2,400	
Warder:																	
Head of cottage (1)				7								1		6		7	1,440
Housekeeper (1)				8										8		8	1,200-1,320
Relief class (1)				9								1		8		9	1,200
Warehouse foreman, assistant (3)				1							1				1	1,500	
Warehouse trucker, cold storage (4)				3	2		1		3							1,409	
Warehouseman (2)				11									5	6	11	1,020-1,500	
Watchman (2)				5									2			1,260	
Welder (4)				5									3	3	5	1,377-2,003	
Welder, acetylene (4)				4									2	2	4	1,800-2,128	
Welder, acetylene, airplane (4)				1										1	1	1,840	
Welder, electric (4)				3							1			2	3	2,000-2,003	
Wheelman (4)				6							2			4	6	1,092-1,098	
Wire worker, airplane (4)				1							1				1	1,800	

Woodworker, airplane (4).....				8						7		1		8		1,380-1,800
Yardmaster (4).....				1						1				1		1,800
Yard pilot (4).....				2						2				2		1,800-2,000
Miscellaneous skilled and semiskilled labor																
positions peculiar to:																
Commerce.....				165						48		117		165		960-2,160
Interior.....				301						37		264		301		900-2,504
Treasury.....				28						10		18		28		720-1,080
Veterans' Bureau.....				55						12		43		55		900-1,380
War.....				2,098						394	1	1,305	398	1,699	399	751-4,695
	1,013	1,898	19,130	15,755	292	11	936	826	1,228	837	8,795	110	22,385	4,441	31,180	4,551
Total competitive classified.....			237,796													
Unclassified:																
Philippine Service.....		64												16	48	
Postmaster <sup>1</sup> —first, second, and third class.....			1,012								218		794		1,012	
Unskilled laborer.....			3,715					316	41						2,862	496
		64	1,012	3,715				316	41						3,890	544
Total unclassified.....			24,791													
	605	282	1,161	473				542	243						1,437	299
Noncompetitive for reinstatement, transfer, and promotion.....			2,521													
	1,618	2,180	21,367	19,943				2,086	1,121						36,507	5,394
Grand total.....			245,108													

<sup>1</sup> Part time.<sup>2</sup> All groups.<sup>3</sup> All "presidential postmasters" counted as males—record, by sex, not kept.

## APPORTIONMENT

In the accompanying table the States are arranged (in inverse order) according to the relative percentage of appointments they have received. The first 47 States and Territories are those in arrears of their shares of appointments; the last 4, with the District of Columbia, those in excess.

This order (determined thus by the proportion of appointments already obtained) gives States their standing for consideration in future recruiting of the service. For instance, of the 35,616 apportioned appointments actually made, the State of California, on June 30, 1928, was entitled to 1,136 on the basis of its proportion of the national population as shown in the last census; it had received 308. Four States and Territories had received lower percentages of appointments; all the others, higher. California, therefore, stood fifth for future consideration. The order shown is not fixed; States are advanced or lowered in standing as they gain in appointments or lose by separations of their citizens from the service. This arrangement is designed to secure to States through certifications of eligibles from the various registers their just proportion of appointments. Exceptions to the apportionment requirements are discussed in commission's Form 2703, giving reasons why it has been impossible to maintain an apportionment with mathematical exactness. A comparison of the figures in the fourth column of the table with those of the first column shows the gains or losses in appointments to States between June 30, 1927, and June 30, 1928. The figures in the last column represent the number of appointments each State or Territory would have if it had furnished enough eligibles to secure its full share of appointments.



TABLE 3.—Apportionment of appointments from July 15, 1883, to June 30, 1928

State or Territory	In service on June 30, 1927	Appointed since June 30, 1927	Separated since June 30, 1927	In service on June 30, 1928	Number of appoint- ments to which each State and Territory is entitled (based on census of 1920)
In arrears					
1. Porto Rico.....	21	1	2	20	431
2. Hawaii.....	10			10	84
3. Alaska.....	2	2		4	18
4. Oklahoma.....	174	21	21	174	672
5. California.....	311	43	46	308	1,136
6. Texas.....	447	55	47	455	1,546
7. Arkansas.....	158	29	14	173	581
8. Louisiana.....	184	21	19	186	596
9. Arizona.....	35	3	3	35	110
10. Michigan.....	443	48	36	455	1,216
11. Georgia.....	372	33	32	373	960
12. Washington.....	179	24	25	178	449
13. North Dakota.....	97	9	20	86	214
14. Alabama.....	313	29	20	322	778
15. Wyoming.....	22	7	2	27	64
16. Wisconsin.....	391	48	41	398	873
17. New Mexico.....	57	10	12	55	119
18. New Jersey.....	485	40	41	484	1,046
19. Mississippi.....	283	20	27	276	593
20. South Carolina.....	249	30	19	260	558
21. Nevada.....	14	1	3	12	25
22. Illinois.....	1,004	103	94	1,013	2,151
23. Ohio.....	936	88	97	927	1,910
24. Oregon.....	125	16	9	132	259
25. Nebraska.....	226	44	43	227	430
26. North Carolina.....	438	58	47	449	848
27. Minnesota.....	422	79	63	438	791
28. Idaho.....	70	25	15	80	143
29. Montana.....	102	14	14	102	182
30. New York.....	2,019	154	202	1,971	3,444
31. Connecticut.....	272	36	33	275	457
32. Tennessee.....	471	30	32	469	775
33. South Dakota.....	110	21	12	128	211
34. Missouri.....	663	118	81	700	1,129
35. Colorado.....	198	30	31	197	311
36. Kentucky.....	514	37	36	515	801
37. Kansas.....	379	52	43	388	586
38. Utah.....	94	21	15	100	149
39. Indiana.....	702	69	107	664	972
40. Florida.....	200	41	18	223	321
41. Pennsylvania.....	1,994	192	173	2,013	2,892
42. New Hampshire.....	120	15	20	115	146
43. Iowa.....	610	90	70	630	797
44. Massachusetts.....	1,106	128	130	1,104	1,277
45. West Virginia.....	429	46	43	432	485
46. Rhode Island.....	168	31	19	180	200
47. Maine.....	241	25	30	236	254
In excess					
48. Delaware.....	79	6	6	79	73
49. Vermont.....	144	18	21	141	116
50. Virginia.....	2,249	485	239	2,495	765
51. Maryland.....	2,181	335	198	2,318	480
52. District of Columbia.....	10,804	2,819	1,039	12,584	145
Total.....	33,326	5,700	3,410	35,616	(1)

<sup>1</sup> This total should be the same as the total of the preceding column, showing total appointments charged to each State and Territory. The last column shows the number of appointments to which each State or Territory is entitled of the whole number of appointments actually made and is the number each would have received if all the States and Territories had furnished sufficient eligibles with the necessary qualifications for the positions to be filled to permit an equal distribution of appointments.

TABLE 4.—Showing for all branches of the classified service the number examined, the number that passed, the per cent that passed, the number appointed, the per cent appointed of those that passed, and the approximate number of competitive classified positions in the service during the several periods covered by the reports of the commission

Branch of service and period covered	Approximate number of classified competitive positions	Examined	Passed	Per cent that passed	Appointed	Per cent appointed of those that passed
POST OFFICE SERVICE <sup>1</sup>						
July 16, 1883, to Jan. 15, 1884.....	5,690	1,941	1,119	57.7	372	33.2
Jan. 16, 1884, to Jan. 15, 1885.....	7,500	3,233	2,262	70.0	1,249	55.2
Jan. 16, 1885, to Jan. 15, 1886.....	9,000	4,113	2,953	71.8	1,473	49.9
Jan. 16, 1886, to June 30, 1887.....	10,500	7,467	5,222	69.9	3,254	62.3
July 1, 1887, to June 30, 1888.....	11,767	6,103	3,632	59.5	1,924	53.0
July 1, 1888, to June 30, 1889.....	12,966	10,702	6,615	61.8	2,938	44.4
July 1, 1889, to June 30, 1890.....	13,097	11,193	6,904	61.7	2,850	41.2
July 1, 1890, to June 30, 1891.....	14,909	8,538	5,840	68.4	2,861	48.9
July 1, 1891, to June 30, 1892.....	17,500	9,162	5,551	60.6	2,113	38.2
July 1, 1892, to June 30, 1893.....	23,058	15,875	8,474	53.3	2,505	29.6
July 1, 1893, to June 30, 1894.....	24,000	25,777	14,343	55.7	3,154	19.7
July 1, 1894, to June 30, 1895.....	25,000	19,438	12,802	65.9	3,348	26.2
July 1, 1895, to June 30, 1896.....	26,316	14,433	10,374	71.9	3,148	30.3
July 1, 1896, to June 30, 1897.....	28,000	20,226	10,934	54.1	1,570	14.4
July 1, 1897, to June 30, 1898.....	31,000	14,891	9,161	61.5	2,758	30.1
July 1, 1898, to June 30, 1899.....	35,650	10,509	6,852	65.2	2,584	37.7
July 1, 1899, to June 30, 1900.....	37,000	16,584	11,447	69.0	3,931	34.3
July 1, 1900, to June 30, 1901.....	40,000	20,901	12,749	61.0	4,293	33.6
July 1, 1901, to June 30, 1902.....	40,114	30,605	18,858	61.6	6,328	33.5
July 1, 1902, to June 30, 1903.....	59,015	46,565	35,220	75.6	16,159	45.8
July 1, 1903, to June 30, 1904.....	71,098	52,771	39,961	75.7	21,022	52.6
July 1, 1904, to June 30, 1905.....	81,596	52,550	41,978	79.9	16,297	38.8
July 1, 1905, to June 30, 1906.....	89,202	48,302	37,918	78.5	17,121	45.1
July 1, 1906, to June 30, 1907.....	95,926	51,025	37,771	74.0	16,456	43.5
July 1, 1907, to June 30, 1908.....	102,127	52,363	37,850	72.3	12,169	32.2
July 1, 1908, to June 30, 1909.....	122,711	57,568	45,468	79.0	11,441	25.2
July 1, 1909, to June 30, 1910.....	126,131	37,253	30,170	81.0	11,812	39.2
July 1, 1910, to June 30, 1911.....	127,228	42,750	34,149	79.9	9,328	27.3
July 1, 1911, to June 30, 1912.....	115,905	40,256	26,133	64.9	8,706	33.3
July 1, 1912, to June 30, 1913.....	161,846	59,181	39,810	67.3	14,905	37.4
July 1, 1913, to June 30, 1914.....	165,646	103,678	76,257	73.6	19,606	25.7
July 1, 1914, to June 30, 1915.....	165,808	70,734	52,586	74.3	13,682	26.0
July 1, 1915, to June 30, 1916.....	166,375	72,122	55,614	77.1	17,729	32.0
July 1, 1916, to June 30, 1917.....	187,067	51,527	38,647	75.0	19,569	50.6
July 1, 1917, to June 30, 1918.....	184,201	56,268	41,309	73.4	29,572	71.5
July 1, 1918, to June 30, 1919.....	190,081	58,459	41,433	70.9	29,949	72.2
July 1, 1919, to June 30, 1920.....	196,449	58,922	39,667	67.3	17,181	43.3
July 1, 1920, to June 30, 1921.....	205,352	114,033	74,977	65.8	32,601	43.5
July 1, 1921, to June 30, 1922.....	209,533	70,120	43,984	62.7	25,186	57.2
July 1, 1922, to June 30, 1923.....	212,078	61,122	40,583	66.4	22,286	54.9
July 1, 1923, to June 30, 1924.....	222,276	77,862	52,575	66.1	27,237	52.0
July 1, 1924, to June 30, 1925.....	226,801	77,978	50,647	65.0	20,560	40.6
July 1, 1925, to June 30, 1926.....	230,021	89,835	42,591	47.4	16,561	38.9
July 1, 1926, to June 30, 1927.....	232,244	98,423	45,080	45.8	17,560	39.0
July 1, 1927, to June 30, 1928.....	238,449	100,576	49,279	49.0	-----	-----
Total.....	-----	1,953,934	1,307,749	66.9	-----	-----
RAILWAY MAIL SERVICE						
May 1, 1889, to June 30, 1889.....	5,448	2,236	1,802	80.6	125	6.9
July 1, 1889, to June 30, 1890.....	5,836	4,463	3,129	70.2	1,400	44.7
July 1, 1890, to June 30, 1891.....	6,032	3,706	2,588	69.8	1,062	41.0
July 1, 1891, to June 30, 1892.....	6,417	4,597	2,949	64.2	1,199	40.6
July 1, 1892, to June 30, 1893.....	6,645	3,555	2,316	65.2	993	42.9
July 1, 1893, to June 30, 1894.....	6,852	4,267	3,120	73.3	718	23.0
July 1, 1894, to June 30, 1895.....	7,045	4,641	3,107	67.0	643	20.7
July 1, 1895, to June 30, 1896.....	7,408	5,113	3,127	61.2	655	21.9
July 1, 1896, to June 30, 1897.....	7,573	6,431	4,710	73.2	381	8.1
July 1, 1897, to June 30, 1898.....	7,999	4,799	3,828	79.8	698	18.2
July 1, 1898, to June 30, 1899.....	8,388	5,220	4,319	82.7	774	17.9
July 1, 1899, to June 30, 1900.....	8,696	4,488	3,844	85.7	736	19.1
July 1, 1900, to June 30, 1901.....	8,975	4,359	3,593	82.4	816	22.7
July 1, 1901, to June 30, 1902.....	9,000	377	258	68.4	1,017	( <sup>2</sup> )

<sup>1</sup> Includes clerks, city carriers, village carriers, and employees in motor-vehicle service at classified post offices, rural carriers, fourth-class postmasters, and sea post clerks.

<sup>2</sup> On account of the abundance of eligibles remaining from the previous year, but few examinations were held; percentage upon the basis of these figures would, therefore, be deceptive.

TABLE 4.—Showing for all branches of the classified service the number examined, etc.—Continued

Branch of service and period covered	Approximate number of classified competitive positions	Examined	Passed	Per cent that passed	Appointed	Per cent appointed of those that passed
RAILWAY MAIL SERVICE—Continued						
July 1, 1902, to June 30, 1903.....	10,355	3,441	2,686	78.1	1,784	66.4
July 1, 1903, to June 30, 1904.....	11,301	6,388	4,115	64.4	1,678	40.7
July 1, 1904, to June 30, 1905.....	12,171	6,972	4,218	60.5	1,558	36.9
July 1, 1905, to June 30, 1906.....	13,456	6,620	4,481	67.7	2,173	48.4
July 1, 1906, to June 30, 1907.....	14,212	6,566	4,085	62.2	2,051	50.2
July 1, 1907, to June 30, 1908.....	15,230	9,674	5,999	62.0	1,607	26.8
July 1, 1908, to June 30, 1909.....	15,967	15,724	11,336	72.1	1,392	12.3
July 1, 1909, to June 30, 1910.....	16,956	52	39	75.0	2,271	(2)
July 1, 1910, to June 30, 1911.....	17,428	8,972	6,760	75.3	1,982	29.3
July 1, 1911, to June 30, 1912.....	18,297	11,273	3,036	26.9	770	25.4
July 1, 1912, to June 30, 1913.....	19,620	18,340	9,616	52.4	1,270	13.2
July 1, 1913, to June 30, 1914.....	22,679	27,664	19,665	71.1	2,941	15.0
July 1, 1914, to June 30, 1915.....	21,769	33	17	51.5	146	(2)
July 1, 1915, to June 30, 1916.....	20,989	1	1	100.0	28	(2)
July 1, 1916, to June 30, 1917.....	21,196	13,997	10,443	74.6	43	-----
July 1, 1917, to June 30, 1918.....	20,538	2,927	1,867	63.8	8,297	-----
July 1, 1918, to June 30, 1919.....	20,538	9,930	6,489	65.3	1,291	-----
July 1, 1919, to June 30, 1920.....	21,717	12,866	7,571	58.8	4,269	46.4
July 1, 1920, to June 30, 1921.....	22,310	15,803	9,849	62.3	6,044	61.4
July 1, 1921, to June 30, 1922.....	22,227	12,890	8,694	67.4	910	10.4
July 1, 1922, to June 30, 1923.....	22,052	23,642	12,512	52.9	998	7.9
July 1, 1923, to June 30, 1924.....	22,073	25,510	10,969	43.0	2,129	19.4
July 1, 1924, to June 30, 1925.....	22,340	60	33	55.0	629	-----
July 1, 1925, to June 30, 1926.....	22,340	113	87	77.0	280	-----
July 1, 1926, to June 30, 1927.....	22,281	29,481	15,717	53.3	708	-----
July 1, 1927, to June 30, 1928.....	21,343	194	90	46.4	-----	-----
Total.....		327,385	203,065	62.0	-----	-----
ALL OTHER SERVICES						
July 16, 1883, to Jan. 15, 1884.....	8,090	1,601	925	57.7	117	12.6
Jan. 16, 1884, to Jan. 15, 1885.....	8,090	3,114	1,879	60.3	551	29.3
Jan. 16, 1885, to Jan. 15, 1886.....	8,273	3,489	2,081	59.6	408	19.6
Jan. 16, 1886, to June 30, 1887.....	8,773	8,385	5,524	65.9	1,188	21.5
July 1, 1887, to June 30, 1888.....	8,870	5,178	3,236	62.5	692	21.3
July 1, 1888, to June 30, 1889.....	11,012	6,122	3,561	58.2	718	20.1
July 1, 1889, to June 30, 1890.....	11,693	7,338	3,914	53.3	932	23.8
July 1, 1890, to June 30, 1891.....	11,808	6,830	4,358	63.8	1,472	33.7
July 1, 1891, to June 30, 1892.....	13,606	5,701	3,660	64.2	649	17.7
July 1, 1892, to June 30, 1893.....	13,724	5,408	3,218	59.5	793	24.6
July 1, 1893, to June 30, 1894.....	14,413	7,335	4,668	63.6	832	17.8
July 1, 1894, to June 30, 1895.....	15,100	6,957	3,902	56.1	802	20.5
July 1, 1895, to June 30, 1896.....	21,390	11,633	7,213	62.0	1,283	17.7
July 1, 1896, to June 30, 1897.....	53,703	23,914	13,830	57.8	1,096	7.9
July 1, 1897, to June 30, 1898.....	50,307	26,022	17,611	67.7	4,414	25.0
July 1, 1898, to June 30, 1899.....	49,106	33,435	25,141	75.2	6,199	24.6
July 1, 1899, to June 30, 1900.....	49,197	25,530	19,674	77.1	5,222	26.5
July 1, 1900, to June 30, 1901.....	49,246	22,833	17,179	75.2	5,182	30.1
July 1, 1901, to June 30, 1902.....	57,451	29,576	21,393	72.3	5,953	27.8
July 1, 1902, to June 30, 1903.....	58,176	59,823	50,077	83.7	22,327	44.5
July 1, 1903, to June 30, 1904.....	66,698	68,687	56,002	81.5	26,209	46.8
July 1, 1904, to June 30, 1905.....	72,228	83,531	65,545	78.5	21,141	32.2
July 1, 1905, to June 30, 1906.....	78,254	62,355	48,946	78.5	19,756	40.3
July 1, 1906, to June 30, 1907.....	83,192	71,726	52,064	72.6	24,496	47.0
July 1, 1907, to June 30, 1908.....	84,401	99,756	76,911	77.1	28,377	36.8
July 1, 1908, to June 30, 1909.....	89,918	85,192	66,645	78.2	28,110	42.1
July 1, 1909, to June 30, 1910.....	96,471	78,339	57,560	53.5	29,502	51.2
July 1, 1910, to June 30, 1911.....	122,818	53,302	29,250	54.9	11,946	40.8
July 1, 1911, to June 30, 1912.....	82,904	54,549	30,082	55.1	11,493	38.0
July 1, 1912, to June 30, 1913.....	100,670	64,384	44,924	69.8	18,979	42.2
July 1, 1913, to June 30, 1914.....	103,577	84,245	51,604	61.3	19,388	37.5
July 1, 1914, to June 30, 1915.....	103,841	97,028	62,029	63.9	22,570	36.3
July 1, 1915, to June 30, 1916.....	108,783	82,599	58,177	70.4	24,300	41.7
July 1, 1916, to June 30, 1917.....	118,636	146,590	103,463	70.6	66,700	64.4
July 1, 1917, to June 30, 1918.....	433,693	492,196	344,787	70.1	175,661	50.9
July 1, 1918, to June 30, 1919.....	358,831	369,870	251,904	68.1	148,293	58.8
July 1, 1919, to June 30, 1920.....	279,437	221,539	146,677	66.7	94,859	64.7
July 1, 1920, to June 30, 1921.....	220,440	173,473	118,383	68.2	63,066	53.3
July 1, 1921, to June 30, 1922.....	188,928	122,997	76,274	62.0	37,771	49.5
July 1, 1922, to June 30, 1923.....	177,268	119,436	69,823	58.5	34,410	49.2

<sup>2</sup> On account of the abundance of eligibles remaining from the previous year, but few examinations were held; percentage upon the basis of these figures would, therefore, be deceptive.

TABLE 4.—Showing for all branches of the classified service the number examined, etc.—Continued

Branch of service and period covered	Approximate number of classified competitive positions	Examined	Passed	Per cent that passed	Appointed	Per cent appointed of those that passed
ALL OTHER SERVICES—Continued						
July 1, 1923, to June 30, 1924.....	171,244	119,543	69,962	58.2	38,921	54.3
July 1, 1924, to June 30, 1925.....	174,397	123,377	71,815	58.2	28,975	40.3
July 1, 1925, to June 30, 1926.....	169,939	112,898	63,286	56.1	20,151	31.8
July 1, 1926, to June 30, 1927.....	168,473	129,497	65,321	50.4	20,509	31.4
July 1, 1927, to June 30, 1928.....	171,971	136,227	74,461	54.7		
Total.....		3,553,560	2,368,939	66.7		
SUMMARY						
July 16, 1883, to Jan. 15, 1884.....	13,780	3,542	2,044	57.7	489	23.9
Jan. 16, 1884, to Jan. 15, 1885.....	15,590	6,347	4,141	65.2	1,800	43.5
Jan. 16, 1885, to Jan. 15, 1886.....	17,273	7,602	5,034	66.2	1,881	37.4
Jan. 16, 1886, to June 30, 1887.....	19,345	15,852	10,746	67.8	4,442	41.3
July 1, 1887, to June 30, 1888.....	22,577	11,281	6,868	60.9	2,616	38.0
July 1, 1888, to June 30, 1889.....	29,650	19,060	11,978	62.8	3,781	31.6
July 1, 1889, to June 30, 1890.....	30,626	22,994	13,947	60.7	5,182	37.2
July 1, 1890, to June 30, 1891.....	33,873	19,074	12,786	67.0	5,395	42.0
July 1, 1891, to June 30, 1892.....	37,523	19,460	12,160	62.5	3,961	32.5
July 1, 1892, to June 30, 1893.....	43,915	24,838	14,008	56.5	4,291	30.6
July 1, 1893, to June 30, 1894.....	45,821	37,379	22,131	59.2	4,704	19.8
July 1, 1894, to June 30, 1895.....	54,222	31,036	19,811	63.9	4,793	24.2
July 1, 1895, to June 30, 1896.....	87,044	31,179	20,714	66.4	5,086	24.6
July 1, 1896, to June 30, 1897.....	85,886	50,571	29,474	58.3	3,047	10.3
July 1, 1897, to June 30, 1898.....	89,306	45,712	30,600	66.9	7,870	25.7
July 1, 1898, to June 30, 1899.....	93,144	49,164	36,312	74.0	9,557	26.3
July 1, 1899, to June 30, 1900.....	94,893	46,602	34,965	75.0	9,889	28.3
July 1, 1900, to June 30, 1901.....	106,205	48,093	33,521	69.7	10,291	30.7
July 1, 1901, to June 30, 1902.....	107,990	60,558	40,509	66.9	13,298	32.8
July 1, 1902, to June 30, 1903.....	135,453	109,829	87,983	80.1	40,270	45.7
July 1, 1903, to June 30, 1904.....	154,093	127,846	100,078	78.3	48,909	48.8
July 1, 1904, to June 30, 1905.....	171,807	143,053	111,741	78.1	38,996	35.0
July 1, 1905, to June 30, 1906.....	184,178	117,277	91,845	77.9	39,050	42.7
July 1, 1906, to June 30, 1907.....	194,323	129,317	93,920	72.6	43,003	45.8
July 1, 1907, to June 30, 1908.....	206,637	161,793	120,760	74.6	42,153	34.9
July 1, 1908, to June 30, 1909.....	234,940	158,484	123,449	77.9	40,943	33.2
July 1, 1909, to June 30, 1910.....	222,278	115,644	87,769	75.9	43,585	49.7
July 1, 1910, to June 30, 1911.....	227,657	105,024	70,159	66.8	23,256	33.2
July 1, 1911, to June 30, 1912.....	217,392	106,078	59,251	55.9	20,969	35.4
July 1, 1912, to June 30, 1913.....	282,597	141,905	94,350	66.5	35,154	37.3
July 1, 1913, to June 30, 1914.....	292,460	215,587	147,526	68.4	41,935	28.4
July 1, 1914, to June 30, 1915.....	292,291	167,795	114,632	68.3	36,398	31.8
July 1, 1915, to June 30, 1916.....	296,926	154,722	113,792	73.5	42,057	37.0
July 1, 1916, to June 30, 1917.....	326,899	212,114	152,553	71.9	86,312	56.5
July 1, 1917, to June 30, 1918.....	642,432	551,391	387,963	70.4	213,530	55.0
July 1, 1918, to June 30, 1919.....	592,961	438,259	299,826	68.4	179,533	59.9
July 1, 1919, to June 30, 1920.....	497,603	293,327	193,915	66.1	116,309	60.0
July 1, 1920, to June 30, 1921.....	448,112	303,309	203,209	67.0	101,711	50.1
July 1, 1921, to June 30, 1922.....	420,688	206,007	128,952	62.6	63,867	49.5
July 1, 1922, to June 30, 1923.....	411,398	204,200	122,918	60.2	57,694	46.9
July 1, 1923, to June 30, 1924.....	415,593	222,915	133,506	59.9	68,287	51.1
July 1, 1924, to June 30, 1925.....	423,538	201,415	122,495	60.8	50,164	40.9
July 1, 1925, to June 30, 1926.....	422,300	202,846	105,964	52.2	36,992	34.9
July 1, 1926, to June 30, 1927.....	422,998	257,401	126,118	49.0	38,777	30.7
July 1, 1927, to June 30, 1928.....	431,763	236,997	123,830	52.2	37,796	30.5
Total.....		5,834,879	3,879,753	66.5	1,644,023	42.4

<sup>3</sup> The large increase in field-service figures for 1913 is due to the inclusions of navy yard artisans' positions to the number of about 16,000 in the competitive classified service.

<sup>4</sup> 11,365 fourth-class postmasters, appointed in 1914, and 18,238 in 1915, under the Executive order of May 7, 1913, regarding examinations at offices whose incumbents had not yet been appointed under the regulations, are not included in the table.

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